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# NAVAL POSTGRADUATE SCHOOL

## Monterey, California



# THESIS

A Content Analysis  
of Officer Perceptions  
of Detailing

by

Richmond Roderick Nye

March 1981

Thesis Advisor:

J. K. Arima

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Officers satisfied with detailing tended to receive billet assignments that were communicated to the detailers as a preference. Officers dissatisfied with detailing tended to receive billet assignments that were not a preference. Both satisfied and dissatisfied officers expressed dissatisfaction with delays in receipt of normal orders to facilitate personal planning.



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A Content Analysis  
of Officer Perceptions  
of Detailing

by

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requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

NAVAL POSTGRADUATE SCHOOL  
March 1981

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## ABSTRACT

Navy officer perceptions of the detailing process were investigated by analysis of officer responses to the open-ended portion of the 1980 URL Officer Feedback Survey. Coding results are presented in detail by the respondents' perceptions and evaluation of the interactions with the detailer and the outcome of the negotiations, the effects of the new billet assignment on the officer and his or her family, and recommendations offered for modifying and improving the placement/assignment process.

Officers satisfied with detailing tended to receive billet assignments that were communicated to the detailers as a preference. Officers dissatisfied with detailing tended to receive billet assignments that were not a preference. Both satisfied and dissatisfied officers expressed dissatisfaction with delays in receipt of formal orders to facilitate personal planning.



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## INTRODUCTION

Considering projection for increasing cost and decreasing supply of required manpower, the detailing of Navy Unrestricted Line (URL) Officers is an important function that must be carried out with the utmost proficiency to ensure that the needs of the Navy for these officers possessing the required skills, knowledge, and experience are met in both the short and long runs. In order to prevent unacceptable levels of turnover this must be done while satisfying to the greatest degree possible the career interests and personal desires of the individual officer.

### The Detailing Process

The process of searching for, negotiating, and obtaining new assignments involves the individual officer, the detailer, and the placement officer who are linked by the triad of detailing (needs of the Navy, individual career needs and individual desires). The needs of the Navy are considered to be the primary concern of the placement officer who communicates them to the detailer; the detailer integrates the needs of the Navy with his perception of the officer's career needs and communicates them to the individual officer, and the individual officer communicates individual desires to his detailer. All three individuals are affected by a number of external inputs; the placement officer by billet



requirements as expressed by major Navy claimants, the detailer by various constraints limiting his flexibility to assign officers, and the individual officer by the existing officer career management system from within the Navy and family and other sources from without.

### Evaluation of the Detailing Process

In order for the Navy to determine how well the detailing process is working, manpower managers decided that one way of obtaining such information would be to obtain officer perceptions of individuals' experiences with the process. The ultimate objective would be to make improvements where justified and reasonable in order to achieve greater compatibility between the Navy's demands and individuals' career needs and desires.

The 1980 URL Officer Feedback Survey was developed from the results of an applied research project conducted at the Naval Postgraduate School during 1979. It was administered to officers receiving orders during the spring and summer of 1980 by the Commander, Naval Military Personnel Command. The data generated from the survey are being compiled and analyzed as part of the research program of the Naval Postgraduate School.

### Study Purpose

This study compiled written responses from the open-ended section of the survey in which officers were asked to





elaborate feelings toward the detailing process. A content analysis methodology was developed, based on a review of pertinent literature, to code ideas within the responses. Coded ideas from the responses were tabulated according to respondents' overall satisfaction with detailing. Priority listings of perceptions of detailing for satisfied and dissatisfied officers are presented to aid manpower managers and analysts reviewing the process of Navy officer detailing. Recommendations are made for future research.



## LITERATURE REVIEW

Manpower research efforts concerning the large population of personnel assigned to the Armed Forces within the Department of Defense have historically involved the use of survey or questionnaire to collect required data. Analysis has generally involved correlation test and other accepted statistical procedures applied to the quantitative data obtained from the restricted and "close ended" design of the survey questionnaire. However, researchers have recognized that objective surveys and closed questions are characterized by several inherent design problems such as leading questions, unspecified frame of reference, misinterpretation, and inadequacy of information (Babbie, 1973). Attention has focused on the utilization and subsequent analysis of information obtained from unrestricted and open question surveys, usually in conjunction with close ended designs. This type of information gathering device offers the advantage of obtaining information which cannot be obtained adequately by the use of a closed question. According to Kerlinger (1973) the respondent details his own frame of reference when necessary and demonstrates his individual level of knowledge or degree of expertness. Evidence is also presented indicating the respondents understanding of the question. It must be pointed out that the process of acquiring and analyzing



useful knowledge from open questions exhibits potential problems with reliable interpretation and inferences concerning population characteristics, desires, and motivation.

Content analysis is a research method developed specifically for investigating a broad spectrum of problems in which the content of communication serves as the basis of inference (Berelson, 1952). In this section a historical review of content analysis will be conducted, with specific attention given to applications of this methodology within the field of manpower analysis in the Department of Defense (U. S. Navy) manpower arena.

## Content Analysis

### Historical Background

Various phases have characterized the history of content analysis. Early investigations were confined largely to media inventories and journalistic studies, most of them devoted to studies of general American daily newspapers. During the 1930's, newspaper research continued to account for the largest number of studies, however, at the same time content analysis was increasingly being adapted for sociological, historical, and political research. The latter included studies of propaganda -- many of them stimulated by the seminal work of Harold Lasswell and his associates -- foreshadowing a trend which gained added impetus during World War II. In the 1940's, political research using propaganda materials accounted for nearly one fourth of all empirical content



analysis research other than newspapers during the 1950's and 1960's (Holsti, 1969). Although application of content analysis has continued in the field of communication media it has also spread to other areas such as intelligence information materials and language transformations. In the 1970's, researchers frequently attempted to apply content analysis methodology to survey research and other projects associated with problems in the manpower analysis arena.

By 1970, the substitution of computers for laborious and time consuming manual methods started to revolutionize content analysis. Manual methods were expensive and lacked the flexibility to deal with complex units. Many of the problems associated with the repetitive and tedious coding and categorization process can be alleviated through the use of computers. However, by 1980 a general consensus among researchers was that the computer is not applicable for all types of content analysis research. Content analysis problems which are most appropriately analyzed by space/time or item measures will profit little from computers, except in the final stages of research for purely numerical operations such as cross tabulations and correlational analysis. On the other hand computers can be of significant help in research for which the symbol of theme is a suitable unit of analysis. The computer analysis program in widest use today is known as the "General Inquirer." This system is a set of computer programs geared to the content and statistical analysis of verbal materials





so generalized that it can be applied to a number of diverse research problems. The basis of the system is the "dictionary" which is a large set of words or short phrases, each word being defined by "tags" or categories. An important feature of the General Inquirer is that it has a number of different dictionaries available for researchers (Kerlinger, 1973).

### Approaches to Content Analysis

#### Characteristics

Content analysis refers to means of summarizing, standardizing and comparing, or otherwise systematically transforming existing data (Smith, 1975). It is a multi-purpose research method developed to investigate a broad spectrum of problems. Moser and Kalton (1974) refer to content analysis as the systematic analysis and description of the content of communication media.

Several characteristics of content analysis on which there is wide agreement are those of objectivity, system, and generality (Holsti, 1969). Objectivity implies that the analysis must be carried out on the basis of explicit formulated rules which will enable two or more persons to obtain the same results from the same documents. Systematic analysis refers to consistently applied criteria of selection. Generality means that the findings must have theoretical relevance and that purely descriptive information about



content is of little scientific value. General applicability in varied research settings is also another important characteristic of content analysis.

### Purpose and Use

The objective of content analysis is to convert recorded raw phenomena into data which can be treated in essentially a scientific manner so that a body of knowledge can be built up. Content analysis must be conducted as to create reproducible or "objective" data, which are susceptible to measurement and quantitative treatment, have significance for systematic theory, and may be generalized beyond the specific set of material analyzed (Cartwright, 1960). Content analysis may be helpful when there are technical advantages because the volume of material to be examined is such that the investigator must either confine his study to some sample of the total universe of communication, use a team of assistants, each with his own subjective predispositions, or both. Content analysis may prove useful when data accessibility is a proven and the investigator's data are limited to the messages produced by individuals. Some form of content analysis is often necessary when given theoretical components of the data themselves, the subject's own language is crucial to the research problem (Berelson, 1952).

Festinger and Katz (1966) provide the following summary of the general purposes and uses of content analysis. The three broad approaches to the analysis of symbolic



materials include interest in the characteristics of the content and the nature of its audience. Comparison and validation of data are also necessary in order to state meaningful conclusions. When content analysis is used to describe text, there are three basic comparisons to be made. The analyst may compare documents derived from a single source. One application of this method is the comparison of the messages with respect to time. Additionally, hypotheses may be tested by comparing the messages of two or more different sources. Usually the process is to relate significant attributes of communication sources to differences in the messages they produce. Another type of standard against which content data may be compared is one defined by noncontent indices such as aggregate data or expert opinion (Holsti, 1969).

The second major classification of studies is that in which the text is analyzed in order to make inferences about the courses of antecedents of the message, and specifically, about the sender. In order to draw valid inferences about sources from the messages they send, the content data must be compared with independent behavioral indices. Because of possible differences in encoding habits, inferences as to the antecedent causes of messages drawn solely from content data cannot be considered self validating. The third major classification of studies is that in which inferences are made about the effect of messages on the recipient. Two kinds of comparison may be used to measure the impact of the measure. The investigator may determine the effects of



A's message to B by content-analysing B's messages. Another approach is to examine other aspects of the recipient's behavior such as the reader's comprehension and understanding (Holsti, 1969).

### Coding Content Data

Coding is simply the process where raw data are systematically transformed and grouped into units which permit accurate classification and description of content characteristics. As an integral part of the research design, coding rules can be discussed with relation to three important decisions concerning the selection of categories, units of analysis, and systems of enumeration (Kerlinger, 1973). These inter-related decisions involving the entire process of coding content data.

### Categories

As in any research design, the control problem with content analysis is the selection and definition of categories. Categorization is perhaps the most important part of content analysis because it is a direct reflection of the theory and problem of study. The process of coding and categorizing data identifies the actual variables of the hypotheses. Well defined and clearly formulated categories are the key to meaningful content analysis.

There are no limits or restrictions upon the definition of categories used in content analysis. Categories need not be at the same conceptual level and may be





standardized or used independently of one another. Among the types of categories used frequently in content analysis are "what is said" categories (subject matter, values, origin, conflict) and "how it is said" categories (form of communication, device) (Berelson, 1952).

One of the common problems discussed with reference to content analysis and categorization techniques is that of standard categories. The advantages are the same as in any area of scholarship: results may be compared across studies and findings usually become cumulative. The disparity of purpose which characterizes content analysis research makes standardization difficult to achieve. This state of affairs, understandable as it may be, has effectively prevented development of content norms for almost all classes of communicators. The absence of norms often presents the investigator with difficult problems of inference. In view of these facts, formulation of standard categories and content norms appear to be a high-priority area for future investigations (Holsti, 1969).

The task of constructing analysis categories is often conducted by trial-and-error methods. This usually includes the construction of preliminary categories with later modifications resulting from repetitive examination of data. The final definition and selection of categories must represent the actual elements of the researcher's hypotheses. Ideally, categories should be defined exhaustively by enumerating each content unit to be placed in the category. Reducing



the coding process to a clerical task is advantageous and desirable, however, exhaustive definition is usually not feasible. Categories are generally defined by major characteristics, with the placement of content units at the judgmental discretion of the analyst.

### Units of Analysis

The selection of the unit of analysis is an important and complex function in the performance of content analysis. This is especially true when the units of observation differ from the units of analysis. Berelson (1952) identifies five types of recording units which are frequently utilized in content analysis research. These include the single word, the theme, the character, the grammatical unit, and the item.

Utilization of the word or symbol as the recording unit is often avoided when research includes large amounts of data. Although this unit is easily applicable to frequency counting, problems of cost constraints and reliability are just recently being overcome with the use of computer content analysis programs. The theme is probably the most useful unit of content analysis. It has been widely used in the study of propaganda, attitudes, and values. Disadvantages include excessive time spent in coding and the inconsistencies in the judgment of coders.

Character recording units are simply individuals in literary productions such as media, entertainment materials, etc. The common purposes of this research is to focus on



personnel and ethnic traits of the character. Grammatical units of sentences or paragraphs are rarely used because they usually cannot be accurately classified into specific categories. The item recording unit is the broadest category. These are whole productions such as essays, new stories, or programs, and are generally applicable for large volumes of material.

### Systems of Enumeration

The third decision with respect to coding procedures is the selection of a system of enumeration, the unit in terms of which quantification is to be performed. Although systems vary in degree and accuracy and coding complexity, they must all relate to the nature and inferences to be drawn from the data.

The first system of enumeration is that of time/space. Frequently applied to media content such as film, radio, and television, time/space measures are popular because of their ease and reliability of use. This system is limited to only the broadest attributes or content and is too general for attitudes or value measurement.

An alternative to space/time units is that of searching the document for appearance of the attribute. The size of the context unit determines the frequency with which repeated items occurring in near proximity to each other are counted separately. Depending on the context unit, repetition of a given attribute within a sentence, paragraph, or item does not change the count. This method





has two important advantages. Usually it can be done with relative ease and high reliability because the coder is faced with an appearance-nonappearance decision. Moreover, this method is useful if one cannot assume a linear relationship between frequency and the importance of content attributes (Berelson, 1952).

Frequency counting is a common method utilized to measure the characteristics of content. This system of enumeration basically involves the counting of each occurrence of a given attribute. The investigator assumes that the frequency of an attribute is a valid measure of hypothesis variables and that each unit of analysis should be given equal weight. The validity of the latter assumption has been challenged on the grounds that misperceptions and unreliable inferences can result when measures of value and attitudinal variables are based solely on frequency counts.

Intensity is the final system of enumeration and eliminates some of the problems inherent with frequency counting. This usually involves the construction of scales to differentiate the levels of intensity in units of analysis. Paired-comparison and rank order methods are commonly used scaling methods. This system is too extensive for large volumes of data and is most useful on only a limited number of attitudinal variables (Holsti, 1969).

#### Sampling Techniques, Reliability, and Validity

Choice of sampling technique, reliability, and validity are all important considerations in the application





of content analysis. These elements are a necessary and integral part of content analysis if research is to successfully describe the attributes of communication. Not only must content analysis meet the requirements of objectivity and quantification, but the findings must also have significance for either theory or practice. Festinger and Katz (1966) relate that unless the findings of content analysis have implications for some theory the study can merit serious attention only on the highly tenuous claim that some day the significance of the findings will become apparent.

#### Sampling Technique

The consideration and selection of an appropriate sampling technique is generally a function of the type of inference involved in the process. Inferences may be postulated based on the assumption that materials analyzed are a representative sample of some specified universe or that the discovered relations between certain conditions or variables are universally true. In principle, a satisfactory system for sampling materials in a content analysis will consist of specification of the universe to which generalizations are to be made, a guarantee that every unit of the universe has a known probability of inclusion in the sample, a procedure of sampling which is independent of correlation among units of the universe, and a large enough sample to provide a sufficiently small random error of sampling (Festinger &



Katz, 1966). The choice of sampling design and the consideration of these elements will have significant effects upon the results of content analysis.

### Reliability

Content analysis must be reliable in that research results must be capable of verification by independent sources. The degree of reliability is usually a function of the category definition and coding process. Inconsistencies and disagreement among coders can significantly decrease the level of reliability of the study.

Judgmental agreement with respect to category definition and boundary limitations is also an important factor of reliability. The placements of units of analysis such as symbols or items presents few problems because data provides coders with certain physical guidelines. Thematic analysis presents the most serious problem because the theme is not a "natural unit" for which physical guidelines exist (Holsti, 1969)

The content analysis literature contains a number of approaches which may be used to resolve problems of reliability attributable to categories. A researcher may define categories exhaustively attempting to reduce coding from a judgmental task to a clerical one. Because few categories lend themselves to exhaustive definition, this solution is appropriate only for a limited number of research problems. Fine discriminations among categories often result in a



high incidence of disagreement. After pretesting the investigator may aggregate such categories if the fine distinctions are not of a major theoretical significance. Another approach to the problem of low reliability is the introduction of additional judges. While this expedient may be necessary for the most difficult judgmental tasks it adds considerably to research costs and is a poor substitute for precise coding rules (Holsti, 1969).

No apparent definition exists for a standard universally accepted level of reliability. Each application of content analysis is unique in nature requiring separate decisions governing the acceptable degree of reliability.

#### Validity

With respect to content analysis, validity is generally defined as the extent to which research is measuring what is supposed to measure. The meaning of validity may differ from study to study, depending on the researcher's purposes. The American Psychological Association Committee on Psychological Tests has distinguished between content validity, predictive validity, concurrent validity, and construct validity. Content validity, also sometimes referred to as face validity, has been most frequently relied upon by content analysts. If the purpose of the research is a purely descriptive one, content validity is normally sufficient. Content validity is usually established through the informed judgment of the investigator -- that is, "are the results plausible" (Holsti, 1969).



As with the choices of sampling techniques and acceptable levels of reliability, the type and specific meaning of validity is unique to each study. These are the major problems and decisions of content analysis which continue as the primary challenge for research analysts.

#### Applications of Content Analysis in Manpower Research

One of the objectives of this section is to review applications of content analysis techniques relevant to the proposed research. The discussion which follows is based on two projects done for the Department of Defense within the Navy research community.

##### Navy Officer Exit Statement Analysis (Githens, 1979)

This study concerns the study and analysis of Navy officer exit (retirement or resignation) statements. Retention of service personnel has been an increasing problem during recent years. An obvious source of potential solutions to the retention problems might be found in the reasons given by personnel for leaving the service. Because past analyses and categorizing schemes lacked specificity and had proven to be generally unreliable Githens' (1979) research attempted to develop an improved method to obtain and analyze the exit information.

Utilizing written statements submitted by approximately 3000 separating officers, a content analysis was performed. Each statement was thoroughly studied and individual reasons for leaving the service were identified and segregated into





similar categories. These categories were essentially derived from the subject content of the exit statements. Reliability of the categorization scheme was established by having two coders independently categorize the same statements. Categorization was identical in 85 percent of the statements analyzed. This methodology was then applied to all the officer exit statements.

Results of the latter proved more precise and comprehensive than previous schemes developed by other researchers. The classification and categorization of reasons for leaving the Navy were believed to be mutually exclusive whereas older schemes demonstrated a higher degree of overlap and repetition between categories. Utilizing the new categorization scheme Githens developed a revised exit questionnaire eliminating the requirement for future coding of statements.

Content Analysis of the Narrative Sections of Navy Performance Evaluations for Senior Enlisted Personnel  
(Ramsey-Klee & Richman, 1973)

In an earlier pilot study of the narrative sections of Navy performance evaluations for senior enlisted personnel it was determined by content analysis that it is possible to differentiate between the performance of typical and superlative Chief Petty Officers based on the narrative content of evaluation reports. Ramsey-Klee and Richman (1973) attempted to cross validate the pilot study results on different evaluation reports for senior enlisted men in the same two



occupational ratings (AT's and BT's) represented in the pilot study sample and to extend the content analysis to two different occupational ratings (CS's and RM's) in order to test the generalizability of the content analytic techniques developed earlier. As a further refinement, the cross validation and generalization samples were analyzed without any knowledge of the ratees relative position in the upper half of the marking scale on Performance of Duty (the criterion variable). A reliability study was also conducted to determine the level of agreement among four individuals all of whom independently would perform a content analysis of the same 48 evaluation reports, and to investigate if nonresearchers could be trained successfully to apply the complex content analysis methodology developed in the pilot study.

An indexing vocabulary consisting of 29 descriptive labels was devised to encompass the substantive content of the narrative sections of the evaluation reports. The 29 index terms fell into three major areas -- MANAGEMENT FUNCTIONS, SKILLS AND ABILITIES, AND PRODUCTIVITY AND ACHIEVEMENT. A weighting scale was devised based on five degrees of favorableness/unfavorableness. A range of adjectives and adverbs occurring in the test were used to describe the weights on the scale. The indexing procedure consisted of reading each evaluation report, segmenting it into distinct statements, and assigning one or more index terms from the set of 29 possible choices. Each term selected was also assigned a



numerical weight from 1 to 5 depending upon the adjectives or adverbs used as modifiers in the statement (Ramsey-Klee & Richman, 1973).

Extensive statistical analysis was conducted utilizing a set of 67 quantative variables derived from the indexing form used in the content analysis. Final results presented in the report determined that the pilot study findings were extendable to the blind cross validation sample consisting of the same two ratings and were also generalized to the two different occupational ratings. The reliability study also concluded a high level of agreement among newly trained research assistants after only six training sessions.

#### Summary

From the discussion in this section there appears to be two basic approaches to content analysis, similar in nature to those presented by Herzberg (1967). The first approach is the a priori approach basing analysis upon a previously defined and outlined schematic system. An example of this approach would be the analysis of a body of material by sorting out factual from evaluative material with all the material obtained falling into the appropriate predefined category.

The second content analysis approach would appear to be a posteriori method where the categories of analysis are extracted from the material itself. The methodology upon which the present research is based adopts this latter



approach to better enable a division into categories that are more meaningful in terms of the empirical material gathered.





## METHODOLOGY

### The Survey

Item 13 of the 1980 URL Feedback Survey promised an opportunity for officers to elaborate in writing their feelings toward the placement assignment process expressed in question 12, which asked the respondent "What are your feelings toward the entire placement/assignment that resulted in your assignment to your next billet?" The respondent answered by circling one of five choices: (1) Very satisfied, (2) Satisfied, (3) Neither satisfied nor dissatisfied, (4) Dissatisfied, and (5) Very dissatisfied. Question 13 then said, "If you would like to elaborate on the choice you made in question 12, please do so in the space below." A space of approximately 4X5 inches was allotted for the answer.

### The Sample

Table 1 presents a tabulation of the respondents to the survey, broken down by satisfaction with the placement assignment process as expressed in question 12, and by whether or not a written response was made to survey item 13. Of 936 respondents to the survey, 476 (51%) provided written responses to survey item 13.



Table 1

Distribution of Respondents to the  
1980 URL Survey by Satisfaction with the  
Detailing Process and the Offering of Written Responses

Satisfaction Level	<u>Written Responses</u>		Total Sample
	NO	YES	
Very Satisfied	199 (44%)	127 (27%)	326 (35%)
Satisfied	157 (34%)	126 (27%)	283 (30%)
Neither	50 (11%)	61 (13%)	111 (11%)
Dissatisfied	25 (05%)	83 (17%)	108 (12%)
Very Dissatisfied	29 (06%)	79 (16%)	108 (12%)
	<u>460 (100%)</u>	<u>476 (100%)</u>	<u>936 (100%)</u>

The written responses which were the major concern of the study were compiled for analysis and are presented as Appendix C. The responses were not edited, except to delete mention of specific individuals. Ideas expressed in each officer's response were underlined and numbered to facilitate coding. Average word count per response, by satisfaction level, is presented in Table 2. Disregarding those that said they were neither satisfied or dissatisfied, the average length per response varied in direct proportion to the extent of dissatisfaction.



Table 2

## Average Word Count of Responses by Level of Satisfaction

Satisfaction Level	Average Word Count Per Response
Very Satisfied	41
Satisfied	58
Neither	55
Dissatisfied	78
Very Dissatisfied	107

Analysis

Utilizing a posteriori approach where categories of analysis were extracted from the material itself, a methodology was developed to facilitate the analysis of the responses contained in Appendix C.

Categorization Scheme

Responses were placed on 5X8 cards and separated several different times into stacks consisting of similar content. From this beginning analysis a categorization framework was refined as depicted by the decision tree/flowchart in Figure 1.

Numbered ideas within each response were to be first placed in a primary category, followed by a subcategory, and finally matched as closely as possible to a specific statement (SS). Definition of the final version of developed primary categories, subcategories and specific statements utilized for content analysis appear below:



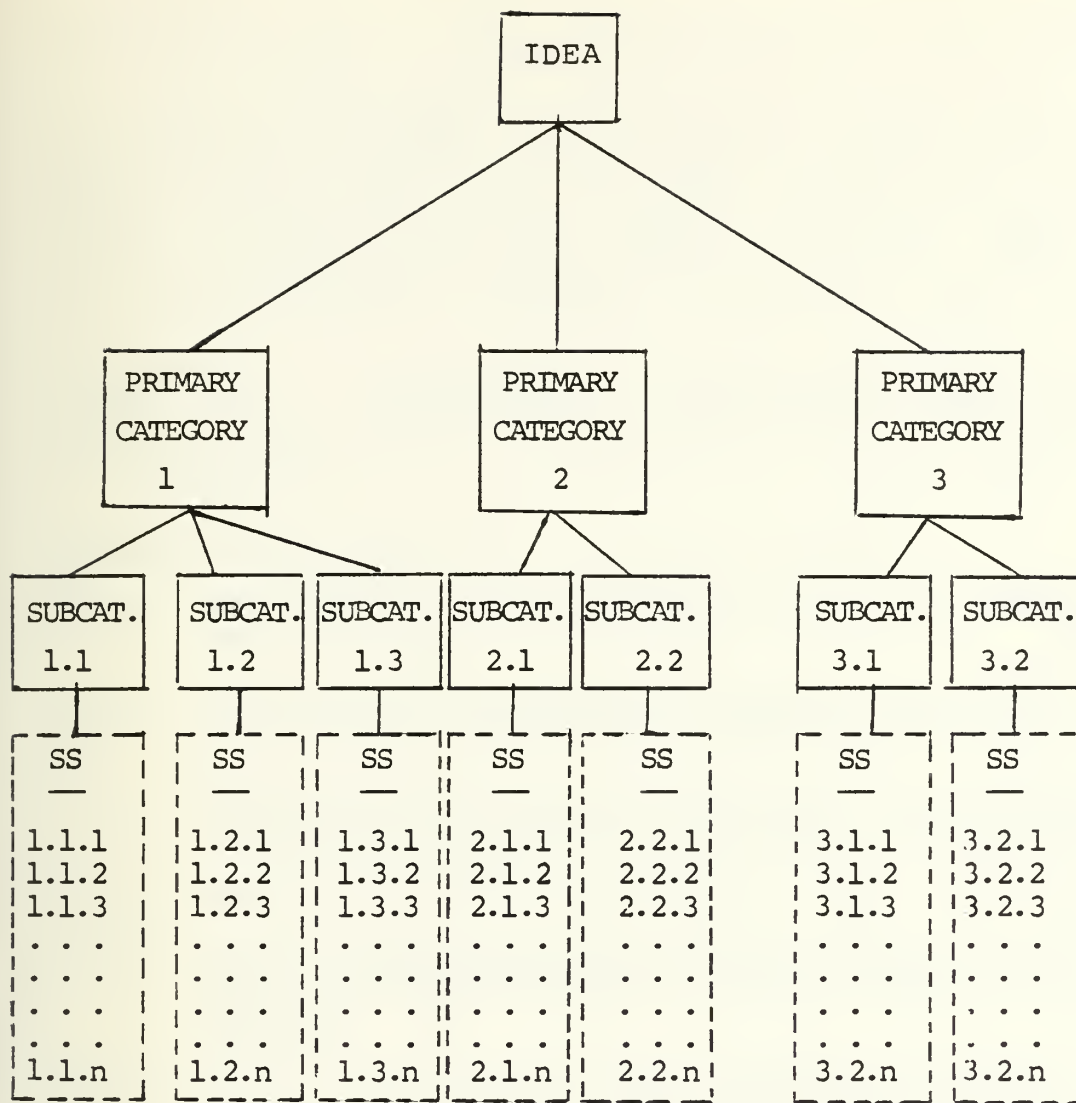


Figure 1. Decision tree/flowchart for coding ideas





Primary Category 1. Placement/Assignment of the officer.

The idea describes the process of searching for, negotiating, and obtaining new assignments and the detailer's and officer's roles in the process. It may deal with the extent to which the final assignment coincided with the choice or preference of the officer. Finally, ideas regarding the timeliness (or absence) of formal or informal notification of the new assignment are included here.

Subcategory 1.1 Detailer. -- The idea describes the knowledge, skills, and behavior of the detailer and/or the officer's own role in the process of finalizing the billet assignment.

Specific Statements (SS) - (1.1.1 - 1.1.10)

- 1.1.1 The detailer was/was not available for discussion upon request of the officer.
- 1.1.2 The detailer was/was not familiar with the content of previous conversations with the officer.
- 1.1.3 The detailer was/was not familiar with the officer's personal desires concerning billet assignment.
- 1.1.4 The detailer knew what billets were available.
- 1.1.5 The detailer was aware of the officer's career needs and provided useful career counseling to the officer.
- 1.1.6 The detailer informed the officer of significant changes to tentative assignment plans discussed in previous conversations or written correspondence.
- 1.1.7 The detailer made the impression he/she was interested in and working for the officers welfare.
- 1.1.8 The detailer had little to do with the officer's assignment because the assignment was obtained through senior officer influence and/or intervention.
- 1.1.9 The detailer was able to satisfy the officer's desires because of the officer's own up-to-date planning and willingness to work with placement assignment personnel.
- 1.1.10 Other (Use this code sparingly for ideas which fit Subcategory 1.1 but do not appear to correspond to a specific statement listed above).



Subcategory 1.2. Choice vs Actual Billet Assignment. --  
The idea describes the extent to which the new billet assignment was a choice or preference of the officer.

Specific Statements (SS) - (1.2.1 - 1.2.7)

- 1.2.1 The officer was assigned a billet that was a primary choice for XO/CO billets.
- 1.2.2 The officer was assigned to an acceptable billet that was not a primary choice for XO/CO billets.
- 1.2.3 The billet the officer received was of no consequence because of mitigating factors (getting out, passed over, going to school necessary for future assignment).
- 1.2.4 The officer was assigned to a billet that was a primary choice.
- 1.2.5 The officer was assigned to an acceptable billet that was not a primary choice.
- 1.2.6 The officer was assigned to a billet that was not a choice on a preference card or in previous conversations with the detailee.
- 1.2.7 Other (Use this code sparingly for those ideas which fit Subcategory 1.2, but do not appear to correspond to a specific statement listed above).

Subcategory 1.3 Notification of Billet Assignment. --  
The idea describes the timeliness of notification of assignment to the billet. The idea might reference receipt of orders with no preliminary notification, or receipt of orders so late that planning a move was extremely difficult.

Specific Statements (SS) - (1.3.1 - 1.3.5)

- 1.3.1 Early notification of tentative billet assignment was not received by the officer (planning letter, phone call).
- 1.3.2 Formal orders were received without prior notification of tentative billet assignment.
- 1.3.3 Formal orders were received by the officer in a timely manner.
- 1.3.4 Formal orders were received by the officer too late to permit planning.



- 1.3.5 Other (Use this code sparingly for those ideas which fit Subcategory 1.3, but do not appear to correspond to a specific statement listed above).

Primary Category 2. Effects of the New Billet Assignment on the Officer and Family

The idea describes how the detailing process and new assignment affected the career goals or the quality of life of the officer, including his or her family.

Subcategory 2.1 Career -- The idea describes how the new assignment will affect the officer's career. The idea could include how the new assignment affected the officer's family's attitude toward him/her remaining in the Navy.

Specific Statements (SS) - (2.1.1 - 2.1.5)

- 2.1.1 The new billet assignment enhanced the opportunity for promotion and future billet assignments of interest.
- 2.1.2 The new billet assignment allowed the officer an opportunity to prepare for employment in the private sector.
- 2.1.3 The new billet assignment reduced the chances of promotion and/or future assignments to billets of interest.
- 2.1.4 The new billet assignment influenced the officer to terminate his/her Naval career upon completion of obligated service or at 20 years vs 30 years.
- 2.1.5 Other (Career related idea with insufficient detail to fit above).

Subcategory 2.2 Quality of Life -- The idea describes how the new assignment will affect the quality of life of the officer and his or her family, such as financial losses associated with moving, disrupting a family members education, or strain placed on the officer's marriage.

Specific Statements (SS) - (2.2.1 - 2.2.5)

- 2.2.1 Assignment to a new billet placed a financial strain on the officer.
- 2.2.2 Assignment to a new billet placed a strain on the officer's marriage or on other family relationships.
- 2.2.3 Assignment to a new billet interfered with education plans of the officer and/or family members.





- 2.2.4 Late receipt of orders placed a hardship on the officer's family because of not being able to plan adequately for the move.
- 2.2.5 Other (Quality of Life related idea with insufficient detail to fit above)

Primary Category 3. Recommendations for Modifying or Improving the Placement/Assignment Process

The idea describes how the placement/assignment process should work or how it could be improved.

Subcategory 3.1 Detailing -- The idea describes changes and improvement that should be made in the detailing process -- i.e., the detailer - officer exchange resulting in a new assignment. It might also include reference to how detailers should be chosen and how a detailer should change his technique of detailing with those officers assigned to him/her.

Specific Statements (SS) - (3.1.1 - 3.2.5)

- 3.1.1 More detailers and/or trained command career counselors should be available to provide adequate career counseling for officers.
- 3.1.2 Detailers should be better trained or better selected.
- 3.1.3 Detailer should ensure maximum use of woman officer talent including when making an assignment to allow co-location with spouse.
- 3.1.4 Detailer should provide more alternatives and be more responsive to the personal desires and perceived career needs of the officer being assigned.
- 3.1.5 Other (Detailing idea with insufficient detail to fit above).

Subcategory 3.2 Placement/Assignment Process Policy and Administration. -- The idea describes improvements and/or changes that should be made in placement/assignment policies or in the operation of the system (Other than the detailing process itself).

Specific Statements (SS) - 3.2.1 - 3.2.6)

- 3.2.1 The system of writing and delivering formal orders should be made more efficient to ensure timely notification of billet assignment.





- 3.2.2 More and better facilities should be created for officers to communicate directly with the placement/assignment system.
- 3.2.3 The officer Career Management System should allow an officer more flexibility in determining what his career needs are in accordance with the officer's personal priorities for a Naval career.
- 3.2.4 XO/CO screening process and process for communicating procedures utilized should be modified.
- 3.2.5 Other (Policy or Administration idea with insufficient detail to fit above).

### Coding the Sample

#### Codebook

To facilitate coding of the ideas contained in the responses of Appendix C, a codebook was developed and is presented as Appendix A. The codebook provides coding instructions and incorporates the categorization scheme discussed above. Examples are provided with each specific statement (SS) in the codebook to aid the coder.

#### Reliability and Validity

As previously discussed in the review of the literature, content analysis must be reliable in that research results must be capable of verification by independent sources. The degree of reliability is usually a function of the category definition and the coding process. There are a number of approaches which might have been chosen as discussed in the literature, for this study the technique of introducing additional judges was chosen. A random sample of 50 ideas was chosen from the responses of Appendix C and were attached



to the Codebook (Appendix A). Two Navy Surface Warfare officers of which the author was one, a Navy woman officer, and a female research assistant associated with research on the 1980 URL Survey were chosen as judges. The judges, working independently and following the codebook obtained a 99% agreement on primary categories, 98.5% agreement on subcategories, and 93.5% agreement at the specific statement level.

With respect to content analysis, validity is generally defined as the extent to which the research is measuring what is supposed to measure. Holsti, (1969) relates that content validity, has been most frequently relied upon by content analysts; especially if the purpose of the research is a descriptive one. Content validity in this study is considered established through the informed judgment of the investigator -- that is, the results are plausible.

### Rejecting Ideas

Ideas not meeting the criteria of the categorization scheme were rejected in accordance with the coding instructions (Appendix A). Ninety-five percent of these referred to the quality and administration of the 1980 URL Survey. These ideas are not included in the study analysis but were identified to assist the research director in preparation of further surveys.

Rejected ideas other than those mentioned above did not have sufficient content to place them in the categorization scheme.



## RESULTS

Results of coding the ideas contained in the response of Appendix C, together with survey question 12 satisfaction with detailing codes, are presented as an idea coding summary in Appendix B.

Coding results from Appendix B are summarized and presented below in accordance with the categorization scheme developed in the methodology section and incorporated in the Codebook (Appendix A).

Question 12 satisfaction levels have been aggregated as follows:

- |               |                                      |
|---------------|--------------------------------------|
| Satisfied:    | 1. Very satisfied                    |
|               | 2. Satisfied                         |
| Neither:      | 3. Neither satisfied or dissatisfied |
| Dissatisfied: | 4. Dissatisfied                      |
|               | 5. Very dissatisfied                 |

### Primary Category 1 - Placement Assignment of the Officer

#### Subcategory 1.1 - Detailer

Idea coding results concerned with the knowledge, skills, and behavior of the detailers and/or respondents' own role in the process of finalizing a billet assignment are presented in Table 3. Results are tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.



For certain items in Table 3 results are suffixed with a "P" to indicate a positive interpretation of the specific statement and with an "N" to indicate a negative interpretation of a specific statement.

A total of 225 ideas was coded under Subcategory 1.1; 110 from those satisfied with detailing, 20 from those neither satisfied or dissatisfied with detailing, and 95 from those dissatisfied with detailing.

#### Subcategory 1.2 - Choice vs Actual Billet Assignment

Idea coding results concerned with the extent to which the new billet assignments were choices or preferences of the respondents' are presented in Table 4. Results are tabulated accordingly to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.

A total of 222 ideas was coded under Subcategory 1.2; 122 from those satisfied with detailing, 29 from those neither satisfied or dissatisfied with detailing and 71 from those dissatisfied with detailing.

#### Subcategory 1.3 - Notification of Billet Assignment

Idea coding results concerned with the timeliness of notification of respondents' of assignment to billets are presented in Table 5. Results are tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.





Table 3

Idea Coding Results Concerned with Subcategory 1.1 - Detailer  
by Satisfaction with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
The detailer was available for discussion upon request of the officer	2P	1N	3P/8N	5P/9N
The detailer was familiar with the content of previous conversations with the officer, or with the content of previous conversations between the officer and other detailers	--	--	4N	4N
The detailer was familiar with the officer's personal desires concerning billet assignment	14P/1N	1P/2N	2P/14N	17P/17N
The detailer knew what billets were available	5P/1N	--	8N	5P/9N
The detailer was aware of the officer's career needs and provided useful career counseling to the officer	4P/1N	1P/1N	6N	5P/8N
The detailer informed the officer of significant changes to tentative assignment plans discussed in previous conversations or written correspondence	5P/1N	2N	11N	5P/14N
The detailer made the impression that he/she was interested in and working for the officer's welfare	25P/1N	1P/5N	28N	26P/34N



Table 3  
(Continued)

Specific Statements (S)	Satisfied	Neither	Dissatisfied	Total
The detailer had little to do with the officer's assignment because the assignment was obtained through senior officer influence and/or intervention	12	3	4	19
The detailer was able to satisfy the officer's desires because of the officer's own up-to-date planning and willingness to work with placement/assignment personnel	28	3	2	33
Other ideas concerning the detailer which did not correspond to the specific statements listed above	10	--	5	15
Total ideas	<u>110</u>	<u>20</u>	<u>95</u>	<u>225</u>

Note: "P" = Positive idea, "N" = Negative idea



Table 4

Idea Coding Results Concerned with Subcategory 1.2 - Choice vs  
Actual Billet Assignment by Satisfaction with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
The officer was assigned a billet that was a primary choice for XO/CO billets	12	--	--	12
The officer was assigned to an acceptable billet that was <u>not</u> a primary choice for XO/CO billets	7	3	3	13
The billet the officer received was of no consequence because of mitigating factors (getting out, passed over, going to school, necessary for future assignment)	11	8	1	20
The officer was assigned to a billet that was a primary choice	58	7	13	78
The officer was assigned to an acceptable billet that was not a primary choice	26	7	18	51
The officer was assigned to a billet that was not a choice on a preference card or in previous conversations with the detailer	7	3	36	46
Other ideas concerning choice vs actual billet assignment which did not correspond to the specific statements listed above	1	1		2
Total ideas	<u>122</u>	<u>29</u>	<u>71</u>	<u>222</u>



Table 5

Ideal Coding Results Concerned with Subcategory 1.3 - Notification of Billet Assignment by Satisfaction with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
Early notification of billet assignment was not received by the officer (planning letter, phone call)	3	1	14	18
Formal orders were received without prior notification of tentative billet assignment	--	--	3	3
Formal orders were received by the officer in a timely manner	2	--	--	2
Formal orders were received by the officer too late to permit planning	18	1	18	37
Other ideas concerning notification of billet assignment which did not correspond to specific statements listed above	6	--	2	8
Total ideas	<u>29</u>	<u>2</u>	<u>37</u>	<u>68</u>





A total of 68 ideas was coded under Subcategory 1.3; 29 from those satisfied with detailing, 2 from those neither satisfied or dissatisfied with detailing and 37 from those dissatisfied with detailing.

Primary Category 2 - Effects of the New Billet Assignment on the Officer and Family

Subcategory 2.1 - Career

Idea coding results concerned with how new assignments will affect respondents' careers are presented in Table 6. Results are tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.

A total of 71 ideas were coded under Subcategory 2.1; 36 from those satisfied with detailing, 6 from those neither satisfied or dissatisfied with detailing, and 29 from those dissatisfied with detailing.

Subcategory 2.2 - Quality of Life

Idea coding results concerned with how new assignments will/have affected the quality of life of the respondents' and/or their families are presented in Table 7. Results are tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents's being satisfied of dissatisfied.

A total of 46 ideas were coded under Subcategory 2.2; 16 from those satisfied with detailing, 4 from those neither



Table 6

Idea Coding Results Concerned with Subcategory 2.1 - Career  
by Satisfaction with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
The new billet assignment enhanced the opportunity for promotion and future billet assignments of interest	18	2	6	26
The new billet assignment allowed the officer an opportunity to prepare for employment in the private sector	5	1	--	6
The new billet assignment reduced the chances of promotion and/or future assignments to billets of interest	1	2	5	8
The new billet assignment influenced the officer to terminate his/her Naval career upon completion of obligated service or at 20 years vs 30 years	5	1	15	21
Other ideas concerning the officers career which did not correspond to the specific statements listed above	7	--	3	10
Total ideas	<u>36</u>	<u>6</u>	<u>29</u>	<u>71</u>



Table 7

Idea Coding Results Concerned with Subcategory 2.2 - Quality  
of Life by Satisfaction with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
Assignment to a new billet placed a financial strain on the officer	3	2	3	8
Assignment to a new billet placed a strain on the officer's marriage or on other family relationships	2	--	9	11
Assignment to a new billet interfered with education plans of the officer and/or family	--	--	3	3
Late receipt of orders placed a hardship on the officer's family because of not being able to plan adequately for the move	6	1	11	18
Other ideas concerning quality of life which did not correspond to the specific statements listed above	5	1	--	6
Total ideas	<u>16</u>	<u>4</u>	<u>26</u>	<u>46</u>



satisfied or dissatisfied with detailing, and 26 from those dissatisfied with detailing.

Primary Category 3 - Recommendations for Modifying or Improving the Placement/Assignment Process

Subcategory 3.1 - Detailing

Idea coding results concerned with the respondents' description of changes and improvements that should be made in detailing are presented in Table 8. Results were tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.

A total of 82 ideas was coded under Subcategory 3.1; 23 from those satisfied with detailing, 11 from those neither satisfied or dissatisfied with detailing, and 48 from those dissatisfied with detailing.

Subcategory 3.2 - Placement/Assignment Process, Policy and Administration

Idea coding results concerned with respondents' description of changes and improvements that should be made in placement/assignment policies or in operation of the system are presented in Table 9. Results are tabulated according to the level of satisfaction with detailing to facilitate analysis of factors which contributed to the respondents' being satisfied or dissatisfied.

A total of 93 ideas was coded under Subcategory 3.2; 40 from those satisfied with detailing, 19 from those neither





satisfied or dissatisfied with detailing and 34 from those dissatisfied with detailing.



Table 8

## Idea Coding Results Concerned with Subcategory 3.1 - Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
More detailers and/or trained command career counselors should be available to provide career coun- seling for officers	4	1	5	10
Detailers should be better trained or better selected	--	2	3	5
Detailers should ensure maximum use of woman officer talent including when making an assign- ment to allow co-location with spouse	2	1	3	6
Detailer should provide more alternatives and be more responsive to the personal desires and perceived career needs of the officer being assigned	10	7	31	48
Other ideas concerning detailing which did not correspond to the specific statements listed above	7	--	6	13
Total ideas	<u>23</u>	<u>11</u>	<u>48</u>	<u>82</u>



Table 9

Idea Coding Results Concerned with Subcategory 3.2 - Placement/  
Assignment Process Policy and Administration by Satisfaction  
with Detailing

Specific Statements (SS)	Satisfied	Neither	Dissatisfied	Total
The system of writing and delivering formal orders should be made more efficient to ensure timely notification of billet assignment	6	1	3	10
More and better facilities should be created for officers to communicate directly with the placement/assignment system	4	-	1	5
The officer career management system should allow an officer more flexibility in determining what his career needs are in accordance with the officer's personal priorities for a Naval career	11	8	9	28
XO/CO screening process and process for communicating procedures utilized should be modified	7	1	2	10
The selection process for surface warfare officer department head course and subsequent assignment to department head billets should be modified	1	1	8	10
Other ideas concerning policy and administration which did not correspond to the specific statements listed above	11	8	11	30
Total ideas	40	19	34	93



## CONCLUSIONS

The content analysis methodology, developed from a review of the pertinent literature in the subject area, was subsequently compiled into a codebook for coding ideas within responses concerning Navy officer perceptions of satisfaction with detailing. After validating the methodology, the codebook was utilized to code all written responses to the open-ended section of the 1980 URL Officer Feedback Survey. Results of the coding effort were tabulated by primary category according to the expressed overall satisfaction level with detailing of the respondents. A top 10 priority listing of perceptions are presented below in Table 10 and Table 11 for those officers satisfied and dissatisfied with detailing.

The major thrust of this study was to develop a methodology and to apply it for the purpose of analyzing the subject content. The order of importance listings are presented in lieu of drawing specific conclusions concerning what the significant causes of detailing satisfaction or dissatisfaction were for the 1980 URL Survey respondents. Manipulation of generated data to ascertain statistically significant results is left for further research.

The order of importance listings in Tables 10 and 11 could serve as a starting point for Navy manpower managers to review the existing detailing system or to initiate further





research into the causes of satisfaction or dissatisfaction with detailing.

It is recommended that the categorization scheme developed in this study be refined for future use and significant specific statements be incorporated into the objective section of future surveys. Additionally, results of this content analysis should be compared to results of other studies concerning the data from the 1980 URL Officer Feedback Survey.



Table 10

Order-of-Importance Category Listing for Those Officers  
Satisfied with Detailing

Rank Order	Description	Times Mentioned
1	The officer was assigned to a billet that was a primary choice (including XO/CO billets).	70
2	The Officer was assigned to an acceptable billet that was not a primary choice (including XO/CO billets).	33
3	The detailer was able to satisfy the officer's desires because of the officer's own up-to-date planning and willingness to work with placement/assignment personnel.	28
4	The detailer made the impression that he/she was interested in working for the officer's welfare.	25
5	Formal orders were received <u>too late</u> to permit planning.	18
6	The new billet assignment enhanced the opportunity for promotion and future assignments of interest	18
7	The detailer was familiar with the officer's desires concerning billet assignment.	14
8	The detailer had little to do with the officer's assignment because the assignment was obtained through senior officer influence and/or intervention.	12
9	The Officer Career Management System should allow an officer more flexibility in determining what his career needs are in accordance with the officer's personal priorities for a Naval career.	11



Table 10  
(Continued)

Rank Order	Discreption	Times Mentioned
10	The detailer should provide more alternatives and be more responsive to the personal desires and perceived career needs of the officer being assigned	10



Table 11

Order-of-Importance Category Listing for Those Officers  
Dissatisfied with Detailing

Rank Order	Description	Times Mentioned
1	The officer was assigned to a billet that was <u>not</u> a choice on a preference card or in previous conversations with the detailer	36
2	The detailer made the impression that he/she was <u>not</u> interested in and working for the officer's welfare	28
3	The officer was assigned to an acceptable billet that was <u>not</u> a primary choice	18
4	Formal orders were received by the officer too late to permit planning	18
5	The new billet assignment influenced the officer to terminate his/her Naval career upon completion of obligated service or at 20 years vs 30 years	15
6	The detailer was <u>not</u> familiar with the officer's personal desires concerning billet assignment	14
7	Early notification of tentative billet assignment was <u>not</u> received by the officer (planning letter, phone call)	14
8	The officer was assigned to a billet that was a primary choice	13
9	The detailer did <u>not</u> inform the officer of significant changes to tentative assignment plans discussed in previous conversations or written correspondence	11
10	Late receipt of orders placed a hardship on the officer's family because of not being able to plan adequately for the move	11





## APPENDIX A

### CODEBOOK

(INSTRUCTIONS FOR CODING IDEAS CONTAINED IN RESPONSE TO THE OPEN-ENDED SECTION OF THE 1980 URL OFFICER FEEDBACK SURVEY)

### INTRODUCTION

Survey item 13 provided an opportunity for officers participating in the 1980 URL OFFICER FEEDBACK SURVEY to elaborate in writing their feelings toward the placement/assignment process expressed in question 12, which asked the respondent "What are your feelings toward the entire placement/assignment process that resulted in your assignment to your next billet?". The respondent answered by circling one of five choices: (1) Very satisfied, (2) Satisfied, (3) Neither satisfied nor dissatisfied, (4) Dissatisfied, and (5) Very dissatisfied. Question 13 then said, "If you would like to elaborate on the choice you made in Question 12 please do so in the space below," A space of approximately 4X5 inches was allotted for the answer.

Ideas (which may be in the form of a phrase, a sentence, or a paragraph) contained in responses to survey item 13 have been underlined and sequentially numbered in order of appearance as shown below in the sample response.

1

Detailer did not return a single phonecall. Kept me in  
the dark on the whole process. In my opinion, there is  
no excuse for failing to have a dialogue with the officer  
being assigned (0-6 level). I was generally pleased with  
my assignment, but had I been on the fence about retire-  
ment, such shoddy and impersonal treatment would have  
been decisive in ending a career. It gives the impres-  
sion of unprofessionalism.

5



The task is to code each idea with a number corresponding to a specific statement (SS) which most closely describes the idea. This is to be accomplished with the aid of the decision tree/flowchart on the next page and coding instructions which are contained in the next section of this codebook.



## CODING INSTRUCTIONS

Look at the decision tree/flowchart and note that there are three steps involved in coding an idea.

Step One involves fitting the idea into a primary category (1., 2., or 3.) or rejecting the idea.

Step Two involves fitting the idea into a subcategory under the chosen primary category (i.e., Subcategory 1.1 under Primary Category 1.).

Step Three involves assigning a code number to the idea corresponding to a specific statement (SS) which most closely resembles the idea.

Definitions of primary categories and subcategories together with specific statements and their numerical codes are listed on the following pages by coding step. Additionally, examples are provided with each specific statement to aid in selecting the appropriate code for an idea.



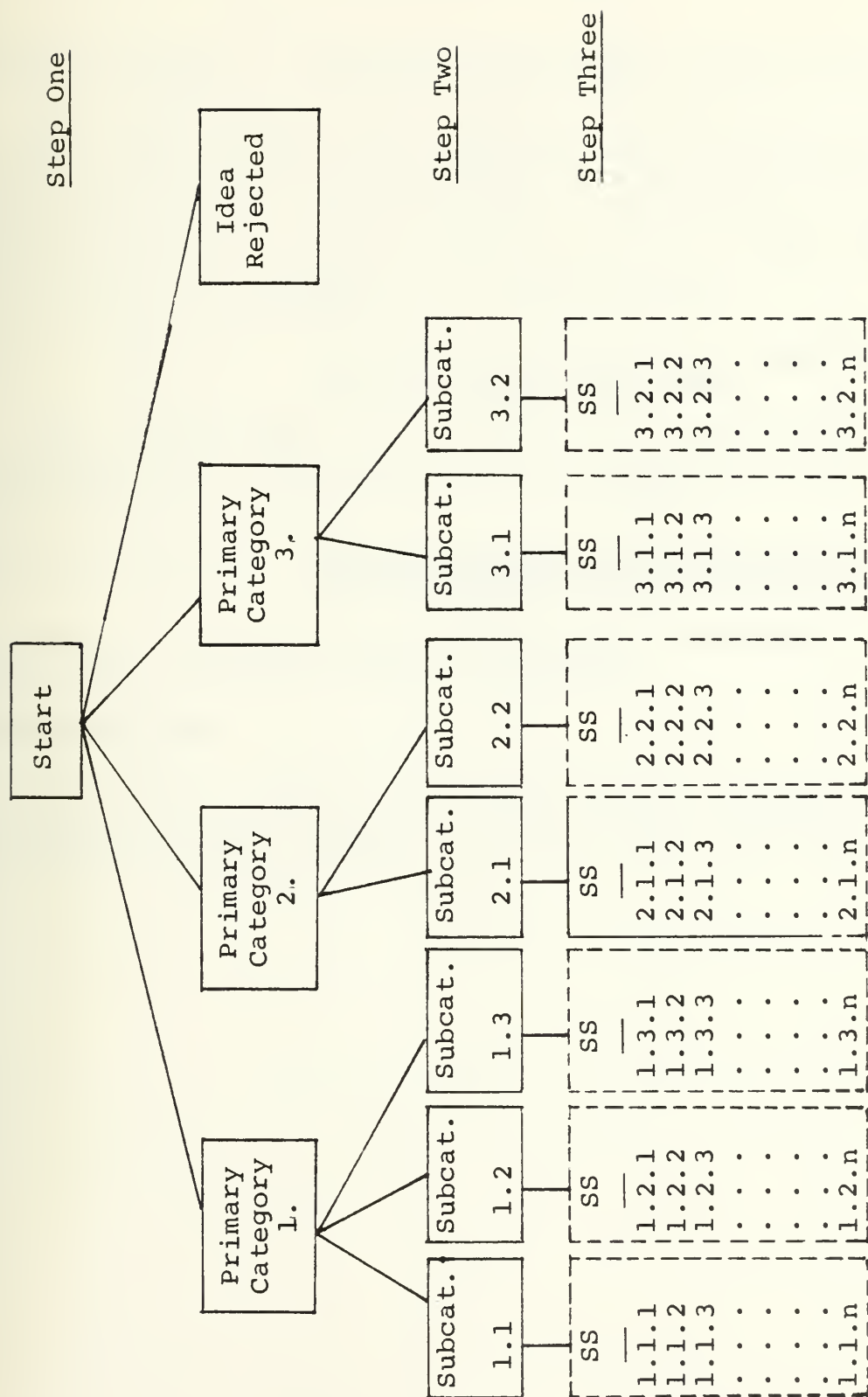


Figure 1. Decision tree/flowchart. An idea is first assigned to a primary category -- then flowed through the appropriate subcategory and finally assigned a specific statement (SS) code.





## Step One Coding

### Primary Category 1. Placement/Assignment of the Officer

The idea describes the process of searching for, negotiating, and obtaining new assignments and the detailer's and officers' roles in the process. It may deal with the extent to which the final assignment coincided with the choice or preference of the officer. Finally, ideas regarding the timeliness (or absence) of formal or informal notification of the new assignment are included here.

### Primary Category 2. Effects of the New Billet Assignment on the Officer and Family

The idea describes how the detailing process and new assignment affect the career goals or the quality of life of the officer, including his or her family.

### Primary Category 3. Recommendations for Modifying or Improving the Placement/Assignment Process

The idea describes how the placement/assignment process should work or how it could be improved.

### Reject Criteria

If there is insufficient information within an idea for it to be placed in any of the three primary categories then it should be coded "REJECT" by writing this code next to the number identifying the idea.



## Step Two Coding

Subcategory 1.1. Detailer. -- The idea describes the knowledge, skills, and behavior of the detailer and/or the officer's own role in the process of finalizing the billet assignment.

Subcategory 1.2. Choice vs Actual Billet Assignment. -- The idea describes the extent to which the new billet assignment was a choice or preference of the officer.

Subcategory 1.3. Notification of Billet Assignment. -- The idea describes the timeliness of notification of assignment to the billet. The idea might reference receipt of orders with no preliminary notification or receipt of orders so late that planning a move was extremely difficult. The lateness of the orders would be classified in this category, but the effect of the lateness would be placed in Primary Category 2.

Subcategory 2.1. Career. -- The idea describes how the new assignment will affect the officer's career. The idea could include how the new assignment affected the officer's family's attitude towards him/her remaining in the Navy.

Subcategory 2.2. Quality of Life. -- The idea describes how the new assignment will affect the quality of life of the officer and his or her family, such as financial losses associated with moving, disrupting a family member's education, or strain placed on the officer's marriage.

Subcategory 3.1 Detailing. -- The idea describes changes and improvements that should be made in the detailing process -- i.e., the detailer-officer exchange resulting in a new assignment. It might also include references to how detailers should be chosen and how a detailer should change his technique of dealing with those officers assigned to him/her.

Subcategory 3.2 Placement/Assignment Process Policy and Administration. -- The idea describes improvements and/or changes that should be made in placement/assignment policies or in the operation of the system (other than the detailing process itself).



Step Three Coding for Subcategory 1.1  
(Detailer)

Note: For specific statements 1.1.1 through 1.1.7, suffix, a "P" to the code if the idea is positive and a "N", if negative.

<u>Code</u>	<u>Specific Statement</u>
1.1.1	The detailer was available for discussion upon request of the officer. EXAMPLE: (1.1.1N) "Detailer did not return a single phone call. Kept me in the dark on the whole process."
1.1.2	The detailer was familiar with the content of previous conversations with the officer, or with the content of previous conversations between the officer and other detailers. EXAMPLE: (1.1.2N) "The previous detailers "promises" are unknown to the next. There is no continuity - one feels as if he is starting over with a new detailer."
1.1.3	The detailer was familiar with the officer's personal desires concerning billet assignment. EXAMPLE: (1.1.3P) "The detailer was more than responsive to my personal needs."
1.1.4	The detailer knew what billets were available. EXAMPLE: (1.1.4P) "My detailer was highly informative and realistic in providing my billet options."
1.1.5	The detailer was aware of the officer's career needs and provided useful career counseling to the officer. EXAMPLE (1.1.5P) "He spent the extra time to discuss what he believed to be my career strengths and weaknesses."
1.1.6	The detailer informed the officer of significant changes to tentative assignment plans discussed in previous conversations or written correspondence. EXAMPLE: (1.1.6N) "I found out about orders from a First Class Petty Officer."
1.1.7	The detailer made the impression that he/she was interested in and working for the officer's welfare. EXAMPLE: (1.1.7P) "He spent that extra time...and was very encouraging."



- 1.1.8 The detailer had little to do with the officer's assignment because the assignment was obtained through senior officer influence and/or intervention.  
EXAMPLE: (1.1.8N) "I had to have several senior people "politic" for me which they willingly did. It took a Flag Officer to settle out my assignment."
- 1.1.9 The detailer was able to satisfy the officer's desires because of the officer's own up-to-date planning and willingness to work with placement/assignment personnel.  
EXAMPLE: (1.1.9P) "I have always worked closely with detailers in assignments and kept DUPREF cards current. This has been a big help in the assignment process."
- 1.1.10 Other (Use this code sparingly for ideas which fit Subcategory 1.1 but do not appear to correspond to a specific statement listed above).





Step Three Coding for Subcategory 1.2  
(Choice vs Actual Billet Assignment)

<u>Code</u>	<u>Specific Statement</u>
1.2.1	The officer was assigned a billet that was a primary choice for XO/CO billets. EXAMPLE (1.2.1) "I have orders to the exact billet (DD-963) Class Command) in the port I desired."
1.2.2	The officer was assigned to an acceptable billet that was <u>not</u> a primary choice for XO/CO billets (LST instead of DD) EXAMPLE: (1.2.2) "I am satisfied, however, if the XO assignment had been to a CRUDES type (my first choice) vice an AMPHIB type I would be very satisfied."
1.2.3	The billet the officer received was of no consequence because of mitigating factors (getting out, passed over, going to school necessary for future assignment) EXAMPLE: (1.2.3) "As an 1110 05 without CMD screen, this billet is irrevelant. I either get a command and go on or I get out at 20."
1.2.4	The officer was assigned to a billet that was a primary choice. EXAMPLE: (1.2.4) "I asked for and received what I wanted."
1.2.5	The officer was assigned to an acceptable billet that was <u>not</u> a primary choice. EXAMPLE: (1.2.5) "Right aircraft, right mission, wrong coast."
1.2.6	The officer was assigned to a billet that was <u>not</u> a choice on a preference card or in previous conversations with the detailer. EXAMPLE: (1.2.6) "New duty stations was never on any of my preference cards."
1.2.7	Other (Use this code sparingly for those ideas which fit Subcategory 1.2, but do not appear to correspond to a specific statement listed above).



Step Three Coding for Subcategory 1.3  
(Notification of Billet Assignment)

<u>Code</u>	<u>Specific Statement</u>
1.3.1	Early notification of tentative billet assignment was <u>not</u> received by the officer (planning letter, phone call) EXAMPLE: (1.3.1) "I was not advised of my next assignment until 35 days prior to my change of command."
1.3.2	Formal orders were received without prior notification of tentative billet assignment. EXAMPLE: (1.3.2) "Not consulted whatsoever prior to receiving orders."
1.3.3	Formal orders were received by the officer in a timely manner. EXAMPLE: (1.3.3) "Very satisfied with timely receipt of orders."
1.3.4	Formal orders were received by the officer too late to permit planning. EXAMPLE: (1.3.4) "There was much inconvenience involved with orders being received only a couple weeks before my detachment date."
1.3.5	Other (Use this code sparingly for those ideas which fit Subcategory 1.3 but do not appear to correspond to a specific statement listed above).



Step Three Coding for Subcategory 2.1  
(Career)

<u>Code</u>	<u>Specific Statement</u>
2.1.1	<p>The new billet assignment enhanced the opportunity for promotion and future billet assignments of interest.</p> <p>EXAMPLE: (2.1.1) "it (assignment) affords me the opportunity to meet my ACIP gate, work in my proven subspecialty WSAM"</p>
2.1.2	<p>The new billet assignment allowed the officer an opportunity to prepare for employment in the private sector.</p> <p>EXAMPLE: (2.1.2) "On completion of 20 years of service, 17 of which have been at sea, I was extremely pleased that the placement assignment process would permit me very choice shore duty. I need the time to organize my life for the next twenty years and the Navy has provided me that time with my new duty station assignment."</p>
2.1.3	<p>The new billet assignment reduced the chances of promotion and/or future assignments to billets of interest.</p> <p>EXAMPLE: (2.1.3) "Once notified by my new command of the billet to which I would be assigned, it appears career regression, rather than career progression is occurring."</p>
2.1.4	<p>The new billet assignment influenced the officer to terminate his/her Naval career upon completion of obligated service or at 20 years vs 30 years.</p> <p>EXAMPLE: (2.1.4) "my career oriented attitude has drastically changed for the worst"</p>
2.1.5	<p>Other (Career related idea with insufficient detail to fit above).</p>



Step Three Coding for Subcategory 2.2  
(Quality of Life)

<u>Code</u>	<u>Specific Statement</u>
2.2.1	Assignment to a new billet placed a financial strain on the officer. EXAMPLE: (2.2.1) "My present assignment has put a severe financial strain on me."
2.2.2	Assignment to a new billet placed a strain on the officer's marriage or on other family relationships. EXAMPLE: (2.2.2) "A strong marriage was the only thing that kept my wife from walking out or having a nervous breakdown."
2.2.3	Assignment to a new billet interfered with education plans of the officer and/or family members. EXAMPLE: (2.2.3) " And where my wife was 1-1/2 years away from finishing her B.S. degree, I cannot accept that the needs of the Navy required my assignment to Washington, D. C. at this time."
2.2.4	Late receipt of orders placed a hardship on the officer's family because of not being able to plan adequately for the move. EXAMPLE: (2.2.4) "The goal of getting orders to an individual six months in advance is not working and continues to place a hardship on service members and their families in selling homes and other moving related expenses. We provide orders to transfer one month prior to detachment and DLA."
2.2.5	Other (Quality of Life related idea with insufficient detail to fit above).





Step Three Coding for Subcategory 3.1  
(Detailing)

<u>Code</u>	<u>Specific Statement</u>
3.1.1	More detailers and/or trained command career counselors should be available to provide adequate career counseling for officers. EXAMPLE: (3.1.1) "There is no place to go for 'career' counseling and information. The detailer visits are a step in the right direction, as is 'Perspective,' but they aren't enough. CO/Senior Officer counseling is nearly non-existent."
3.1.2	Detailers should be better trained or better selected. EXAMPLE: (3.1.2) "Detailer should be more scientifically screened (now its basically here-say, 'I know him', 'he's a good guy', 'no way')"
3.1.3	Detailer should ensure maximum use of woman officer talent including when making an assignment to allow co-location with spouse. EXAMPLE: (3.1.3) "We both ended up in Pensacola with our spouses as requested, but she got the job I had requested and was qualified for and I got the job she had requested and had the training for."
3.1.4	Detailer should provide more alternatives and be more responsive to the personal desires and perceived career needs of the officer being assigned. EXAMPLE (3.1.4) "Detailing 'service' doesn't appear to have improved in my 21 years of service. In fact now that I'm hooked, it appears to be worse. Talking with my classmates at Senior War College from other services, the Navy system appears to be the least personal and responsive of all services."
3.1.5	Other (Detailer idea with insufficient detail to fit above).



Step Three Coding for Subcategory 3.2  
(Placement/Assignment System Policy & Administration)

<u>Code</u>	<u>Specific Statement</u>
3.2.1	<p>The system of writing and delivering formal orders should be made more efficient to ensure timely notification of billet assignment.</p> <p>EXAMPLE: (3.2.1) "I believe the order writing section of NMPC needs to be streamlined."</p>
3.2.2	<p>More and better facilities should be created for officers to communicate directly with the placement/assignment system.</p> <p>EXAMPLE: (3.2.2) "Phone calls are best method to express desires, but at present few lines exist between the deployed units and Washington. More 'hot' lines should be established."</p>
3.2.3	<p>The Officer Career Management System should allow an officer more flexibility in determining what his career needs are in accordance with the officer's personal priorities for a Naval career.</p> <p>EXAMPLE: (3.2.3) "Many 03/04 officers are leaving the Navy because they are fed up with the system that supports the premise that NMPC knows best what's good for an individual -- it is simply not true."</p>
3.2.4	<p>XO/CO screening process and process for communicating procedures utilized should be modified.</p> <p>EXAMPLE: (3.2.4) "The feedback from the XO slating was poor or even non-existent."</p>
3.2.5	<p>The selection process for Surface Warfare Officer Department Head Course and subsequent assignment to Department Head billets should be modified.</p> <p>EXAMPLE: (3.2.5) "I was not selected for Department Head School even though I was already filling a junior Department Head billet. I am presently putting in time on an AMPHIB as Operations Officer until such time as I am selected for school -- I feel the Navy is wasting time and experience in this experiment..."</p>
3.2.6	<p>Other (Policy or Administration idea with insufficient detail to fit above).</p>



# APPENDIX B

## IDEA CODING SUMMARY

CASE NUMBER	IDEA NUMBER	CODE (SS)	SATISFACTION WITH DETAILING
0003	1	3.2.3	1
	2	1.1.3P	
0005	1	1.1.4N	4
	2	1.3.2	
	3	1.1.7N	
0006	1	1.1.3P	2
	2	1.1.4P	
	3	1.1.7N	
0007	1	1.2.4	2
0008	1	1.2.5	1
0010	1	1.1.9	2
	2	2.2.5	
0012	1	3.1.5	5
0013	1	1.3.5	2
0014	1	3.2.6	3
0016	1	1.1.7P	1
0017	1	3.2.4	4
	2	3.1.4	
	3	1.2.2	
0018	1	1.2.5	1
0026	1	1.1.4P	1
	2	1.1.6P	
	3	1.1.7P	
0027	1	1.1.9	1
0028	1	1.1.3N	3
	2	1.1.5N	
	3	1.2.5	
0032	1	1.1.5P	2
	2	3.2.3	
0033	1	1.1.9	3
	2	3.2.3	
0034	1	1.2.4	1
	2	1.1.9P	
0035	1	1.1.7P	1
	2	1.1.3P	
0036	1	REJECT	1
	2	1.2.4	
	3	1.1.10	
	4	1.1.7P	
0037	1	REJECT	1



CASE NUMBER	IDEA NUMBER	CODE (SS)	SATISFACTION WITH DETAILING
0039	1	3.1.1	3
0040	1	3.1.4	3
0041	1	1.2.6	5
	2	3.1.4	
0043	1	1.2.6	5
	2	3.1.4	
	3	1.1.7N	
	4	2.1.4	
0047	1	1.1.5P	3
	2	3.2.3	
0049	1	3.2.3	3
0050	1	1.1.9	1
	2	1.2.4	
	3	1.1.7P	
0051	1	1.2.4	1
0053	1	1.2.5	2
0054	1	1.1.4N	4
	2	1.3.1	
	3	1.1.6N	
	4	1.1.7N	
	5	1.3.5	
0055	1	1.2.6	5
	2	2.1.4	
0056	1	1.1.3N	5
	2	1.1.7N	
	3	2.1.4	
	4	3.1.4	
0058	1	3.2.6	4
	2	1.2.5	
	3	3.1.4	
0059	1	3.1.4	1
0060	1	1.2.6	4
0061	1	1.2.4	
0062	1	1.2.5	2
	2	3.1.4	
0063	1	1.1.3N	3
	2	1.2.5	
0064	1	1.1.7N	4
	2	1.1.2N	
	3	3.1.4	
0065	1	1.1.1N	4
	2	1.1.3N	
0068	1	1.2.6	4
0069	1	1.1.3N	2
	2	1.1.6P	
	3	2.1.4	





CASE NUMBER	IDEA NUMBER	CODE (SS)	SATISFACTION WITH DETAILING
0071	1	1.1.7P	2
	2	3.2.6	
0073	1	1.2.6	3
0074	1	REJECT	2
0080	1	1.2.1	1
0082	1	1.1.10	2
0083	1	1.2.6	1
	2	2.1.4	
	3	3.2.6	
0087	1	1.1.9	1
	2	1.2.4	
0089	1	3.1.5	2
0091	1	REJECT	3
0092	1	1.1.3N	4
	2	1.1.7N	
	3	1.2.5	
0093	1	1.3.4	2
	2	2.2.4	
0102	1	1.1.3P	2
0104	1	1.1.8	5
	2	1.2.4	
0107	1	2.1.4	5
	2	3.2.3	
	3	1.1.10	
0109	1	1.2.4	1
0113	1	REJECT	5
0114	1	1.1.2N	5
0115	1	3.2.3	2
0116	1	1.1.7P	3
	2	1.2.2	
	3	1.1.7N	
0118	1	1.2.3	3
0122	1	1.2.4	1
	2	1.1.4	
0123	1	1.2.4	1
0124	1	1.1.7P	2
	2	1.2.4	
0125	1	1.2.5	2
0126	1	1.2.6	4
0128	1	1.3.1	5
	2	1.3.4	
	3	1.1.6N	
	4	1.2.5	
	5	3.1.4	



CASE NUMBER	IDEA NUMBER	CODE (SS)	SATISFACTION WITH DETAILING
0130	1	1.1.10	1
	2	1.2.4	
	3	2.1.1	
	4	2.2.5	
	5	REJECT	
0132	1	1.1.9	3
	2	1.2.4	
	3	3.1.4	
0134	1	3.1.4	2
	2	2.1.1	
0136	1	1.1.9	2
	2	3.1.1	
0137	1	1.2.6	5
	2	2.1.3	
	3	3.2.6	
	4	3.1.4	
0138	1	1.1.3	2
	2	2.1.1	
	3	3.2.3	
0139	1	1.1.6N	5
	2	1.2.6	
	3	1.1.7N	
0140	1	1.2.5	2
0141	1	1.1.9	1
0144	1	1.3.4	1
	2	2.2.4	
	3	1.2.4	
0145	1	1.1.7P	1
	2	1.1.10	
0147	1	3.2.6	2
	2	1.1.10	
	3	3.2.1	
	4	1.1.7P	
	5	1.3.4	
0150	1	3.2.4	3
	2	1.2.6	
0152	1	3.2.4	2
0156	1	1.2.5	2
0158	1	1.3.5	
	2	2.2.4	
0160	1	1.3.5	1
0161	1	2.1.1	3
	2	2.2.5	
	3	2.2.1	
0163	1	1.1.7P	1
0165	1	2.1.2	1



CASE NUMBER	IDEA NUMBER	CODE (SS)	SATISFACTION WITH DETAILING
0167	1	1.2.3	1
0168	1	1.2.4	1
	2	1.3.4	
	3	2.2.4	
0169	1	3.2.6	5
0171	1	1.3.5	2
0175	1	3.2.6	1
0176	1	REJECT	1
0178	1	1.1.3N	2
0180	1	1.1.10	5
	2	1.1.5P	
	3	2.1.5	
0181	1	1.1.10	2
	2	1.1.7N	
0182	1	1.2.5	5
	2	1.1.6N	
0184	1	1.2.2	2
0185	1	3.2.4	2
0187	1	3.2.3	1
	2	1.2.4	
	3	3.2.6	
0189	1	1.3.4	4
	2	1.2.6	
	3	2.1.3	
0190	1	1.2.4	2
	2	2.1.1	
0191	1	3.1.4	5
	2	1.1.10	
	3	3.2.2	
	4	3.2.6	
0193	1	3.1.4	5
	2	2.1.4	
0194	1	2.1.1	1
	2	1.2.4	
0199	1	2.1.1	2
	2	1.1.4N	
0200	1	1.2.6	5
	2	2.1.4	
	3	3.1.4	
0202	1	1.2.5	2
	2	1.1.5P	
0203	1	1.1.6P	1
0207	1	1.3.4	4
0210	1	1.2.1	1



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0212	1	1.1.4P	1
0213	1	1.1.9	1
0214	1	2.2.1	1
	2	1.2.6	
0215	1	1.2.2	2
	2	3.2.4	
0222	1	3.2.3	5
0223	1	1.3.4	4
	2	2.2.4	
0225	1	1.2.3	1
0226	1	2.1.4	4
	2	3.1.4	
0230	1	1.3.4	2
0232	1	1.2.6	5
	2	1.1.7N	
0236	1	1.1.10	2
0237	1	1.2.5	4
	2	3.2.6	
0238	1	1.2.4	1
0239	1	1.2.4	1
0240	1	1.2.5	2
0241	1	REJECT	2
0243	1	1.2.4	2
	2	3.2.6	
	3	2.1.5	
0244	1	1.1.3P	3
	2	1.2.5	
	3	1.1.6N	
	4	3.2.3	
0245	1	1.1.1N	4
	2	1.2.5	
	3	3.1.4	
	4	3.2.3	
0246	1	1.2.5	2
0252	1	1.2.3	1
0253	1	1.3.4	2
0257	1	1.2.4	2
	2	1.1.8	
	3	REJECT	
0259	1	1.2.6	5
	2	1.1.6N	
	3	1.3.4	
	4	2.2.1	
	5	2.2.4	





CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0263	1	3.2.3	4
	2	3.1.4	
0264	1	1.1.7N	4
	2	1.3.4	
0265	1	1.2.3	2
0267	1	1.2.5	2
0269	1	1.1.1P	5
	2	1.2.5	
	3	1.1.7N	
	4	1.3.4	
	5	3.1.4	
0271	1	3.1.4	1
0274	1	1.1.9	1
0275	1	3.2.5	5
0276	1	3.1.5	1
	2	REJECT	
0277	1	1.3.4	1
	2	2.2.4	
0279	1	1.2.5	3
	2	2.1.1	
0280	1	1.1.3N	5
	2	1.1.9	
0281	1	2.1.5	1
0282	1	2.2.4	3
	2	1.3.4	
0287	1	1.1.7N	5
0290	1	3.2.5	5
	2	1.2.6	
	3	2.2.2	
0292	1	1.2.5	2
	2	2.1.2	
	3	3.2.6	
	4	3.1.5	
0294	1	1.1.9	1
	2	3.2.3	
0296	1	1.1.9	2
0302	1	1.1.5N	5
	2	3.1.3	
0304	1	REJECT	2
0305	1	1.2.5	5
	2	2.1.5	
0310	1	2.2.3	4
	2	1.1.4N	
	3	2.2.5	



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0311	1	1.2.3	2
	2	3.2.3	
0312	1	REJECT	1
0315	1	1.3.4	4
	2	2.2.4	
0319	1	3.1.3	3
0323	1	1.1.8	1
0326	1	2.2.3	5
	2	1.2.6	
0327	1	REJECT	2
0328	1	1.1.9	1
	2	2.1.5	
0329	1	1.1.7N	4
0330	1	3.1.4	4
0332	1	1.1.9	2
0334	1	1.1.9	1
0337	1	1.2.2	2
	2	2.1.3	
0340	1	2.1.2	1
0343	1	1.2.4	5
	2	1.2.3	
0344	1	1.1.1P	1
0346	1	3.1.1	5
0347	1	1.2.3	1
0348	1	1.2.5	1
0350	1	1.2.1	1
0351	1	3.2.1	4
	2	1.3.4	
0355	1	1.2.6	5
0358	1	1.2.1	2
0360	1	1.2.5	2
	2	1.3.1	
	3	1.3.4	
	4	3.2.1	
0362	1	2.1.3	4
	2	3.1.3	
0363	1	1.1.7P	2
0366	1	1.3.1	5
	2	1.3.4	
	3	1.2.5	
0369	1	3.1.1	4
	2	3.1.4	
0370	1	1.2.4	3



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0371	1	2.2.3	4
0372	1	1.2.3	2
	2	1.1.9	
0376	1	1.1.3N	5
	2	2.1.1	
	3	2.2.2	
	4	3.1.4	
0379	1	1.2.5	1
0381	1	1.2.5	2
0838	1	REJECT	1
0384	1	1.2.4	2
0385	1	1.3.3	1
	2	1.2.2	
0387	1	1.1.7N	5
0388	1	3.1.4	3
0389	1	1.3.2	4
0391	1	1.3.4	2
	2	1.2.6	
0392	1	2.1.4	5
	2	1.2.6	
0393	1	1.2.1	2
	2	3.2.4	
	3	REJECT	
0397	1	2.1.2	1
0399	1	3.2.3	3
	2	REJECT	
0401	1	1.2.4	1
	2	1.3.4	
0408	1	2.1.1	1
0411	1	1.3.2	4
	2	1.3.4	
	3	2.2.4	
0412	1	2.1.1	1
0413	1	3.2.5	4
0414	1	1.1.6P	3
	2	1.2.5	
	3	3.1.4	
0415	1	3.2.5	4
	2	1.2.4	
0419	1	1.1.3P	2
	2	3.1.4	
0420	1	1.2.2	3
	2	2.2.1	
0422	1	3.2.5	5



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0423	1	3.1.4	2
0425	1	1.1.1N	3
	2	1.1.7N	
0428	1	3.2.3	3
	2	3.1.2	
0431	1	1.1.1N	4
	2	1.2.5	
0432	1	1.2.4	1
	2	REJECT	
0437	1	REJECT	1
0438	1	1.2.3	3
0440	1	3.1.4	4
0441	1	1.1.4N	5
	2	1.1.7N	
0442	1	1.1.3P	4
	2	2.1.1	
0443	1	1.2.5	5
	2	3.2.3	
0445	1	1.2.5	1
0446	1	1.3.1	5
	2	2.2.4	
0447	1	3.1.5	2
0450	1	1.2.7	3
	2	3.1.2	
0455	1	3.2.2	2
0457	1	1.2.6	3
0458	1	1.1.8	2
	2	2.2.5	
0460	1	2.1.3	4
0463	1	1.2.4	3
	2	1.1.7N	
0464	1	1.2.4	2
	2	2.2.5	
0469	1	1.2.6	5
	2	1.1.5N	
	3	2.1.5	
0470	1	1.2.4	2
0472	1	1.2.2	3
	2	2.1.3	
0474	1	1.1.9	4
	2	2.1.5	
0475	1	1.2.3	2
0477	1	1.2.4	2
	2	2.1.5	





CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0478	1	1.1.7P	1
0481	1	1.1.10	1
	2	1.1.7P	
0484	1	1.3.5	2
0485	1	1.2.2	2
	2	2.1.4	
0487	1	1.1.8	3
0489	1	1.2.4	2
	2	1.3.4	
	3	3.2.6	
0490	1	1.1.8	1
	2	3.2.2	
0494	1	1.2.6	4
0495	1	1.2.3	3
0500	1	1.1.8	4
	2	3.2.3	
0503	1	3.2.1	2
	2	1.3.4	
	3	2.2.4	
0504	1	3.1.1	5
	2	1.2.6	
	3	2.2.1	
	4	3.1.4	
0506	1	1.2.6	4
	2	REJECT	
0508	1	1.2.4	4
	2	1.3.1	
0509	1	1.2.5	1
	2	1.1.7P	
0512	1	1.1.7P	1
0513	1	1.3.4	5
	2	2.2.4	
0516	1	1.2.4	1
0520	1	1.2.4	2
	2	2.1.1	
0521	1	1.1.9	1
	2	1.2.4	
0522	1	1.3.1	4
	2	1.2.5	
0523	1	1.2.6	2
	2	2.1.4	
	3	2.1.2	
0524	1	1.1.5P	1
	2	1.2.4	



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0525	1	2.1.1	2
	2	1.2.5	
	3	1.1.3P	
0529	1	1.2.4	2
0539	1	1.1.2N	4
	2	1.1.7N	
	3	1.2.4	
0541	1	1.2.3	1
0543	1	3.1.1	2
0546	1	1.2.4	1
0548	1	1.1.9	1
	2	1.2.4	
0551	1	3.2.1	3
	2	3.2.6	
	3	1.2.4	
0554	1	1.2.4	1
0555	1	1.3.4	2
	2	3.2.1	
0556	1	1.2.3	3
0557	1	1.2.4	2
	2	3.2.3	
	3	1.1.7P	
0560	1	1.1.8	3
0562	1	1.2.5	4
0563	1	1.1.7N	5
	2	1.2.4	
0566	1	3.2.5	4
	2	3.1.1	
0568	1	1.1.9	1
0576	1	1.2.5	2
0578	1	1.2.2	4
	2	2.1.3	
	3	1.1.7N	
0579	1	3.2.5	4
	2	1.2.5	
	3	3.1.2	
0580	1	REJECT	1
0584	1	REJECT	3
0585	1	1.3.5	1
	2	1.2.4	
	3	1.3.3	
0586	1	1.2.1	1
0588	1	1.1.7N	5



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0589	1	1.2.4	1
	2	REJECT	
0590	1	1.2.2	2
0591	1	3.2.6	3
0592	1	1.2.6	4
0594	1	1.2.4	4
	2	1.3.5	
0597	1	2.1.5	2
	2	REJECT	
0600	1	1.1.8	5
	2	1.2.4	
0601	1	2.1.5	1
	2	1.1.10	
0602	1	1.2.4	2
0603	1	1.2.5	2
	2	2.2.1	
	3	2.2.2	
0604	1	1.1.8	1
0605	1	1.1.7N	5
0607	1	1.2.4	1
	2	1.1.8	
0608	1	1.2.4	1
	2	1.1.8	
	3	1.3.4	
	4	3.2.1	
	5	1.1.7P	
0609	1	1.2.1	1
0610	1	1.2.6	5
	2	2.1.3	
	3	3.2.6	
0612	1	1.1.1P	5
	2	1.3.1	
	3	1.1.7N	
	4	2.1.4	
	5	1.2.5	
	6	1.1.3N	
	7	1.2.6	
	8	1.1.7N	
	9	3.1.4	
0613	1	1.2.5	2
0614	1	3.2.6	2
0615	1	REJECT	2
0616	1	1.1.6N	4
	2	1.1.5N	
	3	1.1.7N	
	4	3.2.6	



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0617	1	3.1.4	4
	2	1.2.6	
	3	3.2.3	
0618	1 .	1.2.5	5
	1	1.1.7N	
0620	1	1.2.2	4
0621	1	REJECT	5
0622	1	1.1.5N	4
	2	1.3.4	
	3	1.1.6N	
	4	1.1.6N	
	5	3.1.4	
0623	1	2.1.4	1
0624	1	1.1.8	1
0626	1	3.2.4	2
0627	1	1.1.3P	2
0628	1	REJECT	1
	2	1.1.7P	
	3	1.2.4	
0629	1	1.2.4	3
	2	3.2.3	
0630	1	1.3.1	5
0631	1	3.1.3	2
0633	1	1.2.3	2
0634	1	1.2.4	3
	2	1.1.7N	
	3	1.1.8	
0635	1	1.1.9	1
	2	3.1.4	
0636	1	2.1.4	5
0638	1	REJECT	2
0639	1	1.2.5	3
0640	1	1.1.3P	1
0641	1	1.1.3P	1
	2	1.2.6	
0644	1	1.2.3	3
0645	1	3.1.4	2
0646	1	1.2.5	1
	2	1.1.3P	
	3	REJECT	
0647	1	3.2.3	3
	2	2.1.4	





CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0648	1	1.2.6	1
	2	2.1.4	
0649	1	1.1.6P	1
	2	1.3.4	
0651	1	2.1.2	3
	2	1.2.3	
0655	1	1.1.3N	5
	2	1.1.6N	
	3	1.1.1N	
	4	2.2.2	
	5	1.3.4	
	6	3.1.4	
0656	1	REJECT	3
0657	1	3.2.5	3
0659	1	1.2.3	3
	2	2.1.3	
0660	1	3.1.4	4
0662	1	3.1.3	2
0663	1	1.3.1	5
	2	1.1.6N	
	3	1.1.3N	
0664	1	1.1.3P	5
	2	1.2.5	
	3	1.1.3N	
0665	1	1.1.4P	1
	2	1.1.5P	
0666	1	1.2.6	5
0667	1	1.1.7N	4
0668	1	1.1.3P	1
	2	1.2.1	
	3	1.1.9	
0669	1	2.1.4	1
0671	1	2.1.1	2
0673	1	REJECT	1
0674	1	1.2.1	2
	2	1.2.7	
0675	1	3.2.6	3
	2	1.2.5	
0678	1	3.2.5	2
	2	1.1.6N	
	3	2.2.1	
0702	1	1.1.3P	4
	2	1.1.6P	
	3	1.1.4N	
	4	1.1.7N	
	5	1.3.4	
	6	2.2.4	
	7	2.2.1	
	8	2.1.4	
	9	3.1.4	



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0723	1	1.1.7N	4
0725	1	2.2.2	4
0726	1	1.2.4	5
0730	1	1.1.9	1
0733	1	1.1.9	3
0735	1	1.2.4	1
0736	1	1.2.1	1
0740	1	2.1.1	2
0741	1	2.2.2	1
	2	2.1.1	
	3	1.2.5	
0743	1	1.2.4	2
0744	1	1.3.4	5
	2	2.2.4	
0745	1	3.1.2	4
0746	1	2.1.1	1
	2	3.1.4	
	3	2.2.5	
0747	1	1.1.7N	3
0752	1	1.1.3N	4
	2	1.3.1	
	3	2.2.2	
	4	2.1.1	
	5	1.2.6	
0754	1	1.2.4	1
	2	3.1.5	
0756	1	1.1.7P	1
0758	1	REJECT	2
0759	1	1.2.4	5
	2	3.2.3	
0761	1	1.3.4	5
	2	2.2.4	
	3	3.2.1	
	4	2.2.2	
0766	1	1.2.3	5
0769	1	1.1.3N	4
	2	1.1.5N	
	3	1.1.1N	
	4	1.1.8	
0770	1	3.1.1	2
0771	1	2.1.5	2
0776	1	1.2.4	2
	2	3.2.1	
0778	1	1.1.8	1
0779	1	1.2.4	1



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0781	1	1.2.4	2
	2	3.2.6	
0782	1	1.1.6P	1
0783	1	1.1.9	2
	2	3.1.4	
	3	3.1.1	
0786	1	1.2.4	1
	2	1.1.8	
0791	1	3.2.4	2
0793	1	1.1.7P	1
	2	1.2.4	
0795	1	1.1.7N	5
0797	1	3.1.4	3
0798	1	1.2.4	1
0801	1	1.1.3P	5
	2	1.1.10	
0802	1	3.2.5	5
	2	1.2.6	
0803	1	1.2.6	4
0809	1	1.2.3	2
0811	1	3.1.3	4
0813	1	1.1.3N	5
	2	1.1.5N	
	3	1.1.1N	
0817	1	1.2.4	1
	2	1.1.9	
0818	1	1.2.6	2
	2	2.1.1	
0819	1	2.1.3	5
0824	1	1.1.9	1
0827	1	1.3.1	2
	2	1.1.7N	
0828	1	1.3.1	5
	2	1.2.4	
	3	3.1.4	
	4	3.2.3	
0829	1	REJECT	3
0830	1	1.2.4	1
	2	3.2.3	
	3	1.1.8	
0832	1	1.1.1N	5
	2	1.3.1	
	3	1.2.6	
0833	1	1.2.6	4
	2	2.1.1	
	3	2.2.2	
	4	2.1.4	



CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0838	1	3.2.3	3
0841	1	REJECT	1
0845	1	1.2.6	4
0850	1	1.2.5	1
0855	1	1.2.6	4
0856	1	3.2.6	3
0857	1	3.2.6	1
0858	1	1.2.4	1
0861	1	3.1.4	3
0862	1	3.1.3	4
0863	1	1.3.1	2
0865	1	1.2.5	4
	2	1.3.4	
0867	1	1.2.4	1
0872	1	1.1.9	1
0874	1	3.1.5	2
0875	1	1.1.7N	5
	2	2.1.4	
0876	1	3.1.4	2
0878	1	1.1.4N	4
	2	3.2.1	
	3	1.3.4	
	4	1.1.1N	
	5	3.1.5	
	6	3.1.1	
	7	1.1.10	
	8	3.2.6	
0882	1	1.2.4	3
0883	1	1.2.2	2
0885	1	3.1.5	1
0887	1	3.2.6	2
0888	1	1.2.6	4
	2	1.3.4	
	3	2.2.4	
0891	1	1.1.7P	2
	2	1.2.5	
	3	REJECT	
0893	1	1.2.6	5
	2	3.1.4	
	3	2.1.4	
0894	1	3.1.4	4
0897	1	REJECT	5
0898	1	1.1.8	1
0899	1	1.1.5N	2
0900	1	1.3.1	3





CASE NUMBER	IDEA NUMBER	CASE (SS)	SATISFACTION WITH DETAILING
0901	1	3.1.5	5
0902	1	1.3.4	1
	2	1.1.9	
0903	1	1.1.7P	1
	2	3.2.2	
0904	1	3.1.5	5
0906	1	1.1.9	1
0907	1	1.2.5	1
0911	1	3.1.4	4
0913	1	1.2.4	4
	2	1.1.4N	
	3	3.1.5	
0914	1	1.2.4	3
0915	1	2.1.1	1
	2	1.1.1P	
	3	1.1.7P	
	4	1.2.4	
	5	3.1.5	
0917	1	2.1.1	5
0918	1	1.2.3	3
0920	1	2.1.1	2
0921	1	1.3.4	2
0927	1	3.2.3	2
0928	1	3.2.6	4
	2	1.2.6	
0930	1	1.2.6	5
	2	2.2.2	
	3	3.2.6	
0931	1	1.1.10	1
	2	1.2.1	
	3	3.1.3	
0933	1	1.1.1P	5
	2	1.1.6N	
	3	1.1.2N	
0934	1	1.3.1	5
	2	3.1.4	
	3	2.2.4	
	4	2.2.1	
	5	2.2.2	
	6	3.1.5	
0937	1	1.1.3N	1
	2	1.1.7P	
	3	1.2.4	
0940	1	3.2.4	5
0941	1	3.2.6	3



## APPENDIX C

### OFFICER PERCEPTIONS OF DETAILING

(Subject Code/Rank/Designator)

0003/LTJG/1325

<sup>1</sup>  
I feel that if more emphasis was placed on the officer's  
desires, more officers would be staying with the service  
(this also includes benefits and pay). I feel I was lucky  
<sup>2</sup>  
in that my desires were what the Navy needed. Thank you.

0005

<sup>1</sup>  
Despite phone calls to the detailer prior to deployment,  
no orders were offered until after the ship was on patrol.  
<sup>2</sup>  
At that time, firm orders were sent with no possibility of  
a telephone reclama. Subsequent events proved this  
<sup>3</sup>  
action to be precipitous and necessary on the part of the  
detailer.

0006

<sup>1</sup>  
Detailer was courteous and understanding in considering all  
<sup>2</sup> <sup>3</sup>  
needs. He presented all options and was very helpful. Keep  
up the good work.

007/LTJG/1120

<sup>1</sup>  
Due to personal desires, the Navy proposed a few billets  
available that I was eligible to transfer coasts.

0008

<sup>1</sup>  
First desire was not available due to timing/availability  
of billet in area desired. Second desire was obtained.



0010/LCDR/1310

<sup>1</sup>  
I am satisfied because I'm a company man and I convinced myself into doing what the Navy needs. The current situation on ships requires that I do my part in helping man the ships. The good deals I have been offered, such as 7 months A-7 training and an 18-month tour length helps make my ship tour better than most. I feel I can use the training on the ship but the outlook of back to back sea tours to be in a squadron<sup>2</sup> when I'm up for command screen is not real exciting. Then, if I should be fortunate enough to screen for command, I'll be right back on sea duty again with a limited shore billet in between. Fortunately, I am a bachelor right now! That's a lot of sea duty.

0012/LCDR/1320

<sup>1</sup>  
Navy detailing, in my opinion, is almost totally politically motivated. Those officers who "Boot Polish" best get the billets, not necessarily the most competent officers!! Detailers and placement officers take care of their buddies first.

0013/LCDR/1120

<sup>1</sup>  
Desired to transfer from old job to new job 6 months earlier.

0014/LT/1395

<sup>1</sup>  
Selection is too dependent on timing. There does not seem to be a real clear look into the short term needs of various units. The reaction time from a need in the fleet to that



billet being available is inadequate. A person who calls for  
detailing could miss a choice spot by calling one day late  
or early, etc. This is based on a visit to BUPERS and having  
the system explained to me. The "Triad of Detailing" is  
superseded by what is available at that particular time.

0016/CDR/1120

<sup>1</sup>  
Outstanding cooperation and advice from submarine Non-Nuke  
detailer.

0017/1120

<sup>1</sup>  
Be up front. Say what the parameters are which dictated  
<sup>3</sup>  
assignment. Still highly pleased with assignment - can't  
<sup>2</sup>  
not want command! No discussion of choices (SSN/SSBN or  
<sup>3</sup>  
home port) was really involved. Ended up with neither  
homeport or type.

0018/LT/1320

<sup>1</sup>  
Everything seemed to fall into place very well for both  
the Navy and myself. Even though the billet was low on  
my dreamsheets, circumstances worked out to my great satis-  
faction.

0026/LCDR/1315

<sup>1</sup>  
LT --- ---- was my detailer and worked hard to give me the  
details on the billets I was considering and continually  
<sup>2</sup>  
kept me informed of any development with my orders. He  
<sup>3</sup>  
was just super helpfully and very conscientious.





0027/LT/1120

1

In my choice, I made contact with detailer. I made the choice and pushed for the decision to send me to my current billet. Therefore, I have no one to blame or praise but myself!

0028

3

1

Billet assigned was third choice. Run-around and falsehoods were given constantly as to why I was not given my first or second choice. And, was threatened with very poor billets in an effort to get me to accept one I did not want. Fortunately, my next billet appears to be excellent.

0032/LT/1320

1

(1) Detailer gave option: What I wanted to do (i.e., fly squadron) or go to ship at this pt of seniority (brand new LCDR shortly) Squadron tour-career suicide. Detailer worked very hard, I feel, to help me out.

2

(2) If (needs of the Navy) given higher, then we get the problem of solving today and crisis management for the future!

0033/LCDR/1310

1

Obviously, much help came from the detailers/placement folks, however, I felt that I had to do much of the legwork myself. I "discovered" the job, I pressed for more knowledge through the detailer. I initiated all the phone calls with the detailer. They were friendly and ultimately helpful, but it just didn't seem like much real work was being done on their



2  
end. With all the people turning down orders to San Diego  
(too expensive), I don't understand why it is so hard to  
find a job for someone who want to be here.

0034/LT/1310

1  
As indicated, I was very satisfied with this set of orders.  
2  
However, I went to the detailer with a clear idea of the  
current "needs of the Navy" a realistic understanding of my  
career needs and tempered personnel desires based on the  
first two factors.

0036/LT/1120

1  
Compared to two years ago, I found the detailers extremely  
2  
easy to work with and particularly willing to try and ful-  
fill my personal preferences.

0036/LCDR/1120

1  
First, let me say, this question/feedback sheet seems aimed  
at those far senior to me, (I am a LT/USN, this is my second  
assignment). 2  
The reason I am so positive towards my detailers  
(SWS) has been in both my assignments they have given me  
exactly what I had asked for - one even as far as to get me  
3  
to present billet in spite of my CO, (who wanted me at sea  
with my relief for five months vice the planned two months).  
4  
I have been fortunate in this respect and I'm afraid I can't  
add anything to the "horror" stories told about detailers.

0037

1  
A7 ATKRON only choice.



0039

<sup>1</sup>  
Not enough personnel to talk to you at any great length.  
Although an on-site visit was conducted, 15 minutes to talk  
about an assignment is hardly enough for the next three  
years of my and my family's life!

0040/ENS/1310

<sup>1</sup>  
Newly designated helo pilots have little choice in billet  
selection, other than ranking and weekly choices given by  
the detailers. One week, the available slots cover a wide  
spectrum, while the very next week allows for no choice at  
all.

0041/LTJG/1310

<sup>1</sup>  
I was "selected" for a Must Fill Billet even thouth a billet  
<sup>2</sup>  
of my choice was available. One week later, someone requested  
the billet "assigned" me.

0043/LTJG/1315

<sup>1</sup>  
I was severly disappointed and angry when I was assigned to  
the West Coast after I had specifically stated that being  
stationed on the East Coast had priority. After talking to  
my detailer I found out that I was number one for selection  
week. Even though the type aircraft and coast that I wanted  
was available, I was assigned to A-7 West just because some  
<sup>2</sup>  
04 in BUPERS wanted to balance the numbers between East and  
West Coast. Throughout training I had been told to do my  
<sup>3</sup>  
best so that I could get the seat I wanted. This, I feel,  
was an outright lie.





Before I received my orders I was looking forward to a career in the Navy. Now, I have no desire to stay in past my initial obligation. One bad deal is enough. The more I see of the Navy, the less I like it.

0047/LCDR/1310

<sup>1</sup>  
I hate to complain since I'm sure that the detailer did what he considered to be the best for my career. Unfortunately, I'm not particularly interested in a standard career, so I may have been better off if the detailer had not been worried about my best interest.

0049/LCDR/1120

<sup>1</sup>  
Marginal Command opportunity for Strategic Warfare Specialist limits enthusiasm toward billet selection. There is a variety of second choice options which are no better or no worse than any other.

0050/LT/1310

<sup>1</sup>  
It took some time and personal attention but I ultimately ended up with the "Ideal" set of orders, as far as I'm concerned. The detailer was honest and helpful.

0051/ENS/1325

<sup>1</sup>  
I am very satisfied with my next assignment. As a junior officer, I have been given a good job within the squadron and I got my choice as to squadron and coast.

0053/ENS/1375

<sup>1</sup>  
Right aircraft, right mission, wrong coast.





0054/CDR/1120

<sup>1</sup>  
Detailer in Submarine Community will not discuss specific  
<sup>2</sup>  
ship names. Detailer did not feel obligated to notify me  
<sup>3</sup>  
when final decision made. Detailer changed orders without  
courtesy of telephone call. I found out by word of mouth.  
<sup>4</sup>  
This incident was unsat and detailer did not feel obligated  
to discuss it with me and to date, he does not believe he  
did anything wrong. Detailer's credibility very low. Orders  
<sup>5</sup>  
issued under wrong rank three months after rank change.

0055/LT/1320

<sup>1</sup>  
It is my desire to go to an in-state VP Squadron. Instead,  
I'm being sent PCS to a Carrier (ship's company) 6000 NM  
away vice 10 NM! I was told that the Navy needs a "body"  
to fill a slot, and that's what they are going to get. I'm  
<sup>2</sup>  
resigning my commission a year from check aboard date. So  
much for 13 years in service.

0056/LT/1120

<sup>1</sup>  
Detailer did not try at all to consider my feelings. I feel  
<sup>2</sup>  
I had to do the job of a detailer, by making calls to find  
a job for myself because detailer definitely did not. I feel  
<sup>3</sup>  
now that Navy will probably lose me in one year's time (June  
81) because of the mistake of one man, the detailer. All  
<sup>4</sup>  
experiences in the Navy with exception of this one have been  
very positive. Can't believe detailer is correct, when he  
says Navy can't move me, a single guy living in BOQ, from  
New London to Washington, D. C. or Norfolk.



0058/LCDR/1310

<sup>1</sup>  
Preference to second tour VP aviators coming off ships was  
initiated mid-tour for many of us and may have changed our  
choice of duty last tour if we knew which billets were assured  
of a choice. <sup>2</sup>  
I am a top LCDR pilot with a successful RAG  
tour as NATOPS officer behind me and was offered my 4th choice  
<sup>3</sup>  
for VP location for department head tour. Performance meant  
nothing when considering my desires!

0059/LCDR/1310

<sup>1</sup>  
Personal desires should be based on career needs.

0060/LCDR/1320

<sup>1</sup>  
Had strong desire to attend junior service college. Detailer  
agreed this would fit perfectly with career pattern. Needs  
of the Navy dictated otherwise!!

0061/ENS/1325

<sup>1</sup>  
I asked to go to VQ2 to fly EA3B's. I am going to VQ2 to fly  
EA3B's.

0062/ENS/1325

<sup>1</sup>  
While pleased with my assignment, it still bothers me a little  
<sup>2</sup>  
that my first choice was not available to my class; and event-  
ually, the billet will probably go to someone who didn't really  
want it.



0063/LT/1320

I had not any say so in my assignment, but was told that I  
would go. The only thing that was anywhere near my choice  
was the fleet.

0064/LT/1320

Did not enjoy dealing with detailer. Felt like my career  
was out of my hands. Statements made by previous detailers  
were not honored. Do not look forward to having to deal  
with same problems every 2 1/2 to 3 years.

0065

I had no input and no discussion with detailer concerning  
assignment to the training command. Orders were totally  
"Needs of the Navy."

0068/LT/1310

Needed sea-to-sea rotation to break out of VC Community  
as a JO. FITREP criteria excessively high to break out  
and apparently not well known by the CO/XO! Don't think  
training command is in my best interest except for acquiring  
2000 A-4 hours.

0069/LT/1320

Although billet for next assignment is probably beneficial  
to a career, the detailer took the needs of the service  
only in making his decision in my next assignment. I had  
asked for duty in the D.C. area as my brother is also assigned  
duty in D.C. and was told in January, I could expect D.C.  
but was informed of orders to MacDill AFB after the decision





was made to send me there. As a result, I will "wait and  
see" as to remaining in the Naval service.

0071/LCDR/1120

My placement officer is a fellow NESEP and a sub school/NAV  
school classmate, therefore, I feel I was better treated than  
in the past (but not justifying despotism). Previous place-  
ment officers for SWS junior officers were not SWS, they  
were diesel or ex-nuclear trained. Furthermore, the SWS  
community was supported by NEPSEP's, whom appeared to be  
treated by placement officers as sunk assets that need not  
be considered to be retention problems. This is no longer  
true since the NESEP program was eliminated and regular  
officer inputs are being utilized.

0072/LT/1310

I was presented with 3 interesting assignment opportunities.  
But they were not from one source and represented opportunities  
that had no real cohesion. The impression that I have is  
that there are so many conflicting areas of interest to  
satisfy from BUPERS (NAVMILPERSCOM) that no one has a handle  
on the total picture.

What is wrong with proceeding where ordered because we  
should vice because we personally desire this or that duty  
station? All you need to do is promote the competent (me?)  
and just.....issue the Goddamn orders!





0073/ENS/1310

<sup>1</sup>  
Due to my special size considerations I was billeted an A/C  
which I could fly. That did not bother me, however, I was  
not exactly pleased with my duty station which I never  
listed on my "Dream" sheet, though I found out from my  
detailer all the other bases for that A/C did have billets  
open. Again, Needs of the Navy.

0074/LCDR

<sup>1</sup>  
Comment: Questions 2 and 6 are overly complicated and  
instructions difficult to understand! Hope my responses  
fill your needs!

0080/CDR/1310

<sup>1</sup>  
The only billet that I really desired was as executive  
officer of an NROTC unit and that is what I received.

0082/LT/1310

<sup>1</sup>  
The Placement Officer seemed to be the pivotal individual  
vice the detailer.

0083/ENS/1310

<sup>1</sup>  
With a fiancée a year away from graduation at USNA, I feel  
my request for tactical jets (A-7, A-6, F-4, F-14) was not  
out of line, especially since she is planning on attending  
flight school, also on the East Coast. Instead, I received  
orders to Whidbey Island, or just about as far away as you  
can get. Rest assured, my request was in detail on my  
"Dream Sheet."

<sup>2</sup>  
It's bad enough that Congress insults us enough with our  
pay alone - I don't know many civilians that would come aboard



a carrier at night in a storm for three times what I'm paid.  
I'm afraid my career-oriented attitude has drastically changed  
for the worst, and I'm not alone. The selection process in  
the Aviation Community alone needs to be studied and changed  
soon - or the retention rate will get much worse before it  
gets any better.

0087/LTJG/1310

<sup>1</sup>  
Detailers worked very close with me. Attained my first choice  
<sup>2</sup>  
for all three reasons. SUPER!

0089/CDR/1120

<sup>1</sup>  
"Could have been assigned" is a difficult phrase to under-  
stand. There are many job for which people do not meet the  
technical or other criteria. One never knows what he is  
eligible to be assigned to until jobs are offered. If only  
one job is offered/orders given to - it is difficult to  
rationaly say what "could I have been assigned."

0091

<sup>1</sup>  
Transfer for convenience of Senior Officer's FITREP writing.

0092

<sup>1</sup>  
My detailing has been 90%+, "Needs of the Navy" for 16 years  
<sup>2</sup>  
now. My last set of orders was developed with the added  
follow-up that, if I made waves, a 4-year unaccompanied tour  
on Diego Garcia could possibly be made available for me.  
<sup>3</sup>  
Within the limit posed by "needs of the Navy" (that my next  
tour would be my 6th sea tour), the detailing was OK.



0093/LT/1320

1

Strong dissatisfaction with delays in order writing. Detailer submitted assignment on 7 March for July detachment. Orders were not received by officer until 7 May. Very frustrating to know the assignment and not be able to start processing move, POV shipment, etc., (especially true for overseas assignment where dependent entry approval required).

2

0102/LCDR/1310

1

I felt that my detailer took both my desires and needs of the Navy into consideration when he assigned me.

0104/LCDR/1310

1

I received orders to a Staff Billet which was considered career enhancing until the "Pilot Crunch." Because of the shortage of pilots, I was told that I "had to" continue flying, regardless of my career plans (I have 9 consecutive years flying). Only personal intervention by the Commander-in-Chief, Atlantic Fleet, got me my desired billet.

2

0107/LCDR/1310

1

I had to resign my commission in order to disenroll from the War College. The detailer and placement officer knew I didn't want to leave my family back in Nov. 1979 when they detailed me to NWC! Finally, once there, I resigned to out of NWC, and back to the fleet where I wanted to be.

2

I feel strongly that in the case of postgraduate education, a candidate should desire the training or not be sent.

3

Wholly unsat detailing, before, but this time, I was able to coerce them by resigning.





0109/LT/1310

I have always gone where I wanted and am happy with system at this time.

0113/LCDR/1300

See the attached correspondence which has not been sanitized to protect the "innocent"! (Note: Attached correspondence consisted of 10 pages of letters and messages concerning subject members unsuccessful attempt for assignment as Naval Postgraduate School Operations Analysis (OA) Curricular Officer vice assignment to sea duty).

0114/LCDR/1310

My detailer conducted his own "Screening Board" and decided I was not eligible for certain billets due to his perception of my performance. He was wrong and compounded his error when he told me what he had in fact done. He was not a detailer from my community! The junior officer detailer's billet had been gapped and another detailer was holding two jobs. I lost all respect for the BUPERS assignment process.

0115/LT/1310

This is not applicable in my case; however, I do feel that if a pilot wishes to transfer to a billet which is totally un-career enhancing, he should so be advised but still be allowed to transfer if he desires. This may keep a pilot in the Navy.

0116/LCDR/1110

The detailers visited the Naval War College and presented the assignment picture to all Navy students which gave a





sense of individual treatment. They then met with us indiv-  
ually and discussed our particular needs. In my case, I  
needed an XO Tour and wanted a DD/FF out of SDIEGO or Long  
Beach. My first orders were to a Fram I (NRF) in New Orleans.  
I had pointed out that West Coast was important to me as I  
am divorced and my kids are in LA. The orders were finally  
changed to an AMPHIB in San Diego. It seemed that the  
initial "personal touch" was all show and soon forgotten.

0118/LCDR/1120

My assignment to my present billet was made as a result of  
a medical problem that I have. As a result I am more or  
less in a "hold" billet until my medical case is brought  
to conclusion.

0122/LT/1320

The detailers save me what I asked for, though I feel they  
told me certain billets were not available when they really  
were.

0123/LCDR/1110

Happily, my "Carrer Needs," "Personal Desires," and "Needs  
of the Navy" coincided.

0124/LCDR/1310

Good personal contact by detailer, choice in my case was  
simplified, in that I was up for Department Head Tour in  
VP Warfare Specialty. Requested West Coast, Moffett Field  
and got choice.



0125/LT/1315

<sup>1</sup>  
Would prefer jet VT.

0126/LCDR/1110

<sup>1</sup>  
I was programmed, advised and told if I didn't desire the billet to tell them what I wanted. I did - a 2nd string job in San Diego - answer was "No Way"! Told me needs of service were in Philippine Island CNSG WESTPAC as OPS, three year tour. I wrote letter saying O.K. Was detailed as Material for 2 years.....A Bumner.

0128/LCDR/1310

<sup>1</sup>  
Not consulted whatsoever prior to receiving orders (rolling from shore duty to sea duty). Detaching/reporting dates changed twice. Authorized 30 days of leave en route; orig-  
<sup>2</sup>  
nally given only seven, was able to bargain for 13. This required an ORDMOD. Did not receive the ORDMOD for five  
<sup>3</sup>  
weeks. Had to call detailer requesting it and hope it arrives the day I report to my intermediate duty station.

<sup>4</sup>  
Not really dissatisfied with orders; however, at a time  
<sup>5</sup>  
when contemporaries who have letters of resignation in or who have already separated seem to be getting super-attention. Those of us who have indicated career intentions and strived hard to be good officers are being treated as second class citizens.

0130/LCDR/1310

<sup>1</sup>  
My detailer nominated me for my present billet 8 months prior to my PRD without my knowledge or request. I was very



2  
satisfied with his choice as it affords the opportunity to  
3  
meet my 18 year ACIP gate, work in my proven subspecialty,  
4  
WASM, and my new duty station was not a great distance from  
my former station, family, or friends. (6 hr. drive).

5  
P.S. This questionnaire is poorly designed.

0132/LT/1320

1  
I have been a 1% performer since I came into the Navy and I  
will continue to be. I rated this billet and fought for it  
2 3  
and I got it. I don't like the process that we have now and  
when the detailee gives the "Needs of the Navy," I feel that  
is a bunch of bull. If you are a performer, you can go where  
you fight for.

0134/LCDR/1320

1  
Seven "must fill" billets and seven officers to fill them  
with, channels the detailing process. In my case, the needs  
2  
of the Navy overshadowed my personal desires although the  
assignment is very good for my professional developments.

0136/LCDR/1320

1  
Note: I am satisfied, but I feel this is a direct result  
of a strong effect on my own behalf and the knowledge of how  
to go about achieving my particular goal (which, by the way,  
also meets the Needs of the Navy.) I do, however, see many  
2  
peers who because of a lack of knowledge, adequate planning  
or whatever, fail to optimize their career development. Per-  
sonally, I feel if proper career attitudes and patterns are  
developed, needs of the Navy will be achieved. It's that  
simple but you've got to do it right.





0137/LCDR/1310

1. New duty station was never on any of my preference cards.
2. I regard my new duty station as very poor utilization of  
payback tour.
3. Based on PCS money, I should have gone to Hawaii or West  
Coast (not East Coast).
4. Due to "so-called" shortage of 1310's, I should have gone  
to a flying billet.
5. My new billet was the "only" job available for me (B.S.)  
No other choice or discussion was given.

0138/LTJG/1120

1  
I was a volunteer for a NUCON billet, my C.O. refused to  
allow me to be assigned. The detailer assigned me anyway  
due to the needs of Navy - I signed up for an additional  
4 years because I got the orders I felt were very important  
to my career. Too much control by my C.O. made it seem he  
was concerned only for himself and had little concern for  
my own wishes and those of my family.

0139/LCDR/1110

1  
The detailer knew full well that my personal desires were to  
be assigned duty (Sea or Shore) in San Diego to make up for  
nearly 18 months of family separation (Deployment and ROH  
out of homeport). Certainly, there are numerous assignment  
possibilities for a Sea/Shore post tour in San Diego. I  
responded to a call from the detailer via my C.O. asking my  
preference as to accepting a FLAGSEC job in San Diego in the





affirmative. This job in a combat group staff is in my opinion  
the best possible post XO tour I could have for all reasons.  
Within 2 weeks of responding affirmative to the question of  
my desires regarding a FLAGSEC job in San Diego, I received  
written notice from the incumbent PHIBGRUONE in Okinawa  
saying, "Welcome aboard"! Try as I might to change the detailer's  
intent, with the help of my CO, the orders to Okinawa were  
issued. I feel that I was deceived deliberately and am most  
concerned not with the job (although a repeat tour in AMPHIBS  
at this point in my career is not healthy) but the manner in  
which the detailer handled the detailing process by not pre-  
senting the "Needs of the Navy" up front and straight forward.

0140/LT/1320

<sup>1</sup>  
Priorities for next assignment were:

1. "P" coded billet (0071P)
2. East Coast
3. Preferably in Florida
4. Definitely not in Washington, D. C.

Items 1, 2, and 4 were satisfied.

0141/LCDR/1110

<sup>1</sup>  
No substitute for personal contact with my detailer!

0144/CAPT/1110

- <sup>1</sup>  
1. Timeliness of notification was poor - orders 1 1/2 months  
prior to transfer from one overseas location to Canada.
- <sup>2</sup>  
2. Relief had to eat his PCS leave in order to relieve me in  
time to allow my PCS transfer. My current command graciously



agreed to provide relief 30 days leave after arrival relief.

3. These are the only unsat factors dealing with assignment.

All else was very satisfactory.

0145/LT/1110

Since receiving my commission 6 years ago, I have been "detailed" four times. In every instance, I have found the detailers to be straightforward and honest in their advice and willing to put forth the effort to meet a balance between the Navy's needs and mind.

Further, it is my opinion that they are getting better at what they do. In my experience, wardroom bitch-sessions are directed less and less at the detailer.

0147/LCDR/1110

I perceive that the organization at NMPC is currently in a poor state. I have always felt that the detailers are conscientious and function well within the constraints placed upon them. The current time required to get orders out (4-5 weeks) is absurd. I personally have no problems with the detailers. I have no orders yet, but was glad to fill out the survey.

0150/LCDR/1110

The feedback from the XO slating were poor or even non-existent. The ship type was not even listed on the preference card.

0152/LCDR/1110

My detailer recommended that I move up my PRD to attend service school now so that I would have sufficient time in an



XO tour prior to the Commander Board. As it turns out, I have not been slated for an XO tour largely due to the opportunity, for my year group next Summer (8% vice 40% for the previous year). Therefore, I will probably have an additional 04 sea tour. I was never aware of the wide disparity in XO assignment based on seniority. If I had known of the opportunity percentages I would have remained at my current station for the additional six months in order to increase my opportunity for XO assignment. I feel that NMPC is remiss in not notifying the officer community of the importance of seniority in XO assignment.

0156/LT/1110

1

I was to have been detailed with my peers to the 2nd half of Department Head split tour. My identified relief, while mid-way through SWOS D.H. School, was diverted because of an unplanned resignation. This not only delayed my assignment but prevented me from competing for the jobs available to my assignment but prevented me from competing for the jobs available to my peers, and left me open to assignment to next vacancy anywhere once a relief was identified for me. I felt I was competitive in job assignment without an opportunity to compete because of the luck of the draw on reassignment of my relief. The job I was assigned, however, is quite satisfactory to me.

0158/CDR/1110

1

The shortfall of PCS funding requires me to be stashed for three months on the set of orders that generated this





questionnaire. Had I received my final PCS orders in FY 80  
instead of waiting until FY 81, I would have met all of my  
desires concerning this duty rotation. Minor inconveniences  
to my dependents will be experienced by delaying the move  
overseas until OCT 80.

0160/LT/1110

My relief should have been ordered in sooner. My old billet  
will be "gapped"!

0161/LCDR/1110

Billet and location will be interesting but move means wife  
has to forgo her career. Financially and for wife's emotional  
well being, it would have been better to stay in San Diego.

0613/CDR/1110

CDR ----- is the most candid, forthright detailer  
I have had in 20 years commissioned service.

0165/LCDR/1110

Under the circumstances of statutory retirement and my desire  
for area stability until my daughter graduates from high  
school, I am very pleased to continue in this assignment.

0167/LT/1110

This placement action is really the only sensible one for  
me to make - personally, careerwise, and needs of the Navy.  
My follow-on placement/assignment to sea duty might conceivably  
have a radically different outcome - i.e., ship type, home-  
port, billet considerations. I am going to SWOS Department  
Head. The sea/assignment is the crucial placement action  
for me.





0168/LCDR/1110

1

I was satisfied with assignment, but had a very difficult  
time getting written orders in proper time frame. There  
was much inconvenience involved with orders being received  
only a couple of weeks before my detachment date.

0169/LT/1110

1

This entire study is another attempt to quantify what is a  
qualitative problem. Efficient management of assets, rather  
than effective leadership of men is the core defect afflicting  
the Fleet today.

0171/LCDR/1110

1

Note: Not yet in receipt of orders; planning letter only.  
PRD was June 80. Planning letter now indicates transfer in  
OCT/NOV 80.

0172/CDR/1110

1

I'm in nuclear power so I don't really have a wide choice  
of billets, despite that fact that I'm a "Surface Warfare  
Offier." As a R-NUKE, I'm destined to stay in Engineering  
even if I'd rather be in OPS or WEPS. The needs of the  
service, unfortunately.

0173/CDR/1110

1

I was slated to attend ICAF two years ago and was cancelled  
out on short notice due to "Needs of the Navy." I feel the  
Navy "owed" me these orders and has in fact lined up to that  
debt, by ordering me to ICAF at this time.



0175/LT/1110

<sup>1</sup>  
Believe the placement-assignment system properly balances  
the needs of the service and individual. The simple fact  
is - somebody must do the less desirable jobs and those folks  
are not going to be as pleased as those going to jobs perceived  
to be more desirable. Keep up the good work!

0176/LT/1110

<sup>1</sup>  
I wish you would have asked these questions prior to my  
last two PCS orders.

0178/LT/1110

<sup>1</sup>  
My detailer waited too long to help me out. I called him and  
he admitted that he forgot about me and my career situation.  
<sup>2</sup>  
However, he did provide me with the required help I needed  
in order for me to get back on track with my career needs.

<sup>3</sup>  
I'm a senior LT who qualified late (6 years for 1000 SWO).  
I had spent the first 4 years in Engineering on DD & AMPHIBS.  
I'm presently a manager within Recruiting. Had I known that  
the Recruiting tour would hold me back for LCDR selection  
(which I was told by my detailer it may) I would have went  
from Sea Tour to SWOS Department Head and back to the fleet.

0180/LCDR/1110

<sup>1</sup>  
Past CO's involvement made the assignment unsatisfactory.  
<sup>2</sup>  
Detailer tried but was influenced by CO's comments.

0181/LCDR/1110

<sup>1</sup>  
Before I received my finalized orders, I was given initial  
indications that I would be sent to a shore staff job. I



didn't feel that such a job would be in keeping with my  
career pattern. If I had not complained about, though,  
through channels, I doubt that my current orders would have come  
to pass. <sup>2</sup> Despite my outstanding performance record qualifi-  
catons, and expressed desires in my preference card, the  
detailer did not do his job very well in initially considering  
my next assignment.

0182/LCDR/1100

<sup>1</sup>  
Although I like my new job, my detailer assured me I would  
<sup>2</sup> be going to Washington, D. C. I learned of this billet in  
Fort Ritchie, MD., by receiving a Welcome Aboard package less  
than a week after the detailer told me I was going to Washington!

0184/LCDR/1110

<sup>1</sup>  
I am happy that I was chosen for an XO afloat billet because  
I realize they are in great demand. I am not happy that I  
received San Diego vice Norfolk and AMPHIBS vice combatants.

0185/LCDR/1110

<sup>1</sup>  
The XO Selection Process was not explained to me by my detailer.  
My current orders to Jr. Service College were to be a "filler"  
while I gained a year of seniority awaiting XO assignment  
after receiving my orders. I heard from a peer that XO assign-  
ments for the following 18 months had been completed, and I  
was not one of those assigned. (I had already screened.)  
No phone call from my detailer - I had to call him to confirm  
the rumor. If I had known in advance of receipt of orders  
<sup>2</sup> that my following tour was not to be XO, I would have requested





Jr. Service College orders. The lack of personal attention  
on the part of detailers is my biggest complaint. I would  
recommen tripling the number of detailers so that adequate  
personal attention is available.

0187/LT/1310

I believe that too much emphasis is usually placed on what  
the detailers believe best for one's career. They seem  
incapable of understanding/believing that some of us do not  
aspire to CO or XO billets. The reason I was "very satisfied"  
was that my desires ust happened to coincide with my detailer's  
estimation of what is best for my career. That has not always  
been tha case!

I find it very distressing that NMPC does not know where  
I am! I am not in the "PCO Department" of SWOSCOLCOM as the  
envelope was addressed. Also, the return envelope mentioned  
in the cover letter was not enclosed!

0189/LCDR/1110

I have just completed 2 years extensive work as an ASW systems  
Analyst for combatant NTDS programs. I have been recommended  
for a proven subspecialty in this area. My career, my personal  
desires, and the long term needs of the Navy would have been  
best served by a tour on an NTDS combatant as XO or Combat  
Systems Officer. Letters and phone calls to my detailer by me  
and my XO confirmed this sell in advance of my AUG 80 PRD.

Instead, I received phone call orders with seven days notice





to detach in MAY 80 (to go to a PHIBRON Staff as OPS Officer).

3

My skills as a Naval officer are being wasted, my personal desires and needs ignored, and my career plans channeled into a branch of Navy service I don't want - wasting my previous training and goals. Senior officers have recommended I get out.

0190/LT/1110

1

I have been selected for lateral transfer to R.L. I am quite happy as this is the direction I wanted to go and feel in this case "I got what I wanted." I honestly feel I have a brighter  
2  
future in the R.L. (vice URL) which will satisfy me and be in the best interest of the USN.

0191/LT/1325

1

Detailers don't take into account your previous duty (OFRP) and the associated demands/strains on an individual and family vs his peers in conus "fleet" squadrons.

2

My detailing was based on power politics by former CO's, not an agreement reached by myself and the detailer.

3

Even though this is the 20th Century, one can't just pick up the phone and call his detailer when he is 6000 NM away in the OFRP on a ship, at sea or in port (90 days last year).

4

That should say something about the type of duty he has been pulling over there. Look at the number of bachelors who leave the service after the OFRP including "career" NFWS Grads.

0193/LTJG/1120

1

Due to the fact that I was led to believe I could make a



lateral transfer to JAGC Corps, considerable time and money  
was expended. At the last minute, I was told my detailer  
decided I should not be considered for selection even though  
I expressed interest to leave the service if not allowed to  
transfer.

0194/LT/1310

As a Naval aviator who is undecided as of yet, with regard to  
career intention, I looked for a billet that would fill my  
personal objectives and yet not "burn any career bridges."  
I have asked for and received a job on campus as a flying  
recruiter near my home state. The university offers a Masters  
Program in my field and there is an A-70 ANG Base close by  
where I have been invited to attend professional lectures.

Who says you can't "have your cake and eat it too?"

I am extremely satisfied with my next assignment.

0199/LT/1310

Very satisfied with next billet, however, the process was  
somewhat less than satisfactory due to the number of changes  
in possible billet assignments by detailer.

0200/LT/1310

I had no choice, I "had to go to D.C." No other reason was  
given. When one reaches the O5 level, family needs become  
important, particularly when moves have been made for years  
without complaint. When the family (and members) desires  
are turned aside with indifference if not disdain, the situa-  
tion is intolerable. Had I been eligible to retire when these



orders were issued, I would have done so.

3

If I had treated an enlisted man the way I was treated,  
I would have been hauled onto the carpet.

0202/LCDR/1320

1

My "career goals" and the "Needs of the Navy" were fulfilled  
100% by my new assignment. A rating "satisfied" is due to  
being ordered to the opposite coast from that requested although  
the same unit type requested my assignment for the identical  
job assignment. I am particularly pleased with the consider-  
ation given my "career needs."

0203/LCDR/1310

1

I am confident that there are some very good officers doing  
an excellent job "juggling the triad." My hat is off to them  
as it has to be least preferred of all tasks...personnel  
detailer.

2

I regret the tardiness of this reply - New Zealand is a  
long way from everywhere.

0204/LT/1120

1

Detailers indicated early what would be available and this  
changed during the time I discussed my new assignment.

0207/LT/1310

1

Called D.C. twice to get orders. Received orders two weeks  
before detaching date.

0210/CDR/1120

1

Present orders were changed because a candidate in line for  
the CO billet dropped out of the pipeling. Already having





orders to an identical East Coast ship, I was first considered for the newly available West Coast command based on my preference card.

0212/CDR/1110

I was very satisfied - I asked for a shopping list for billets and received one.

0213/CDR/1110

In regard to my answer for questions 8-12, I must add that only my repeated efforts over the stodgy, bureaucratic methodology practiced by NMPC were the reasons for my "very satisfied" situation. If I had not played a major role in my own detailing, I would not be satisfied.

0214/LCDR/1110

My present assignment has put a severe financial strain on me. With only 2 years left for mandatory retirement (passed over for CDR), an extended tour would have been better. I identified two other billets at my old command, that I was qualified for, and were vacant.

0215

I marked 2 above, only because I'm pleased to be going to "a" command. Sending me to an AE is a waste of my talent in ASW, passive surface ASW is particular. Having spent three years involved in testing all the positive Sonar Systems aboard the FF-1052 class ships, it would have seemed logical that this expertise would have been exploited by the Navy. It wasn't. For the first time on my preference card, I gave personal





reasons why I wanted to go to a particular homeport, however,  
this request was also disregarded. I understand fully the  
2  
"triad of detailing," but am convinced that only one leg -  
"Needs of Service" were employed in my instance. I don't  
consider myself the average officer. I really feel for those  
fellow officers who face detailing without all their tickets  
punched. I think the job can be done better. If it was done  
better, I also think it would improve officer retention.

0220/LCDR/1110

1  
The way the Navy treats its most valuable asset is deplorable.  
NMPC is in the body business, filling slots and punching  
tickets. Many 03/04 officers are leaving the Navy because  
they are fed-up with the system that supports the premise that  
NMPC knows best what's good for an individual -- it's simply  
not true.

0223/LCDR/1110

1  
I was informed of my next assignment in January, 1980. A med-  
ical situation required my family to move to the next duty  
station 1 May. The detailer was aware of this as far back  
as January. Despite this and numerous phone calls, my written  
2  
orders were not received until April - precious little time  
to arrange a move. That is not right and leaves me more than  
just a little unhappy.

0225/LCDR/1110

1  
My current assignment is to a course of instruction which is  
absolutely required. This questionnaire would be more appropri-  
ately sent to the Department Head Course (SWO) attendees after



their detailing from that course of instruction. You would definitely see a change. These answers are honest but can give a false impression to the real questions.

0226/LCDR/1110

<sup>1</sup>  
I was told by my detailer that I would most likely be extended at sea for one (1) year since there was no relief available. I received the billet of my choice only after I submitted my retirement papers. I feel detailers are not responsive to a  
<sup>2</sup>  
person who is in a position to retire, regardless of past performance.

0230/LCDR/1110

<sup>1</sup>  
Received orders 20 working days prior to required date of execution.

0232/LT/1320

<sup>1</sup>  
In spite of telephone conversations with detailers (3 different ones), updated preference cards, and a stated preference via letter to the "guaranteed" preferential assignment following ships company tour - I got exactly what I didn't want - a second tour in the training command. Among other tall tales  
<sup>2</sup>  
I was told that no one would be assigned a second tour in the training command. So much for detailer veracity.

0233/LT/1310

<sup>1</sup>  
I received much help from my CO smoothing out any rough spots in my record. The total of that help was instrumental in getting the billet of my choice.



0236/LT/1310

1

Being detailed to an operational squadron from training status is pretty straightforward and therefore the extent to which I needed to be personally involved in the decision making process was minimal. The low ranking in questions 8 and 11 do not therefore result in dissatisfaction with the placement process.

0237/CDR/1310

1

My initial assignment (letter of intent, not orders) was to a "P" coded 04 billet that would have terminated any future command opportunity. Only the involvement of the going command placement officer who located a replacement for my first billet "saved me." My ultimate assignment was my initial preference card second choice and meets all my desires and career needs.

2

However, I feel the "detailing system" was ready to "dump me" for the sake of a payback for graduate training received 14 years ago. Policy in 1966 was aviators to cockpit - not payback for obvious reasons.

0238/LT/1310

1

Assignment was to the #1 choice on my preference card!

0239/LT/1310

1

I received orders to my #1 choice, Navy Fighter Weapons

2

School. I am extremely satisfied, for I feel that my personal desires, career needs, and needs of the Navy are being optimally served by this assignment.





0240/CDR/1110

<sup>1</sup>  
I believe the Navy would have best served by assigning me to a NATO billet in Western Europe due to my extensive experience and background in that area and the fact that many do not want to go overseas.

I am happy with my second choice, however.

0241/LCDR/1110

<sup>1</sup>  
This questionnaire was poorly constructed and doesn't appear worth the time it took to fill out! Let's do better and construct a meaningful questionnaire.

0243/ENS/1314

<sup>1</sup>  
I am satisfied with the billet to which I am assigned at this time; however, <sup>2</sup>I know for a fact that the needs of the Navy come above all. I just happened to be in the right place at the right time.

If we were to back the clock up about seven months ago when I was coming up for selection to Pipeline (Jets, Props, Helo), then I would be dissatisfied because I wanted to go Jets. I missed the cut-off grade by .004 of a point and the following week, my grade point was .240 ABOVE the cut-off point for JETS. I realize this has nothing to do with the detailers directly, however, I feel that I would have made a better Jet Pilot than some of the people selected.

<sup>3</sup>  
However, I joined the Navy with highly patriotic motives and the philosophy, "that I would do my best and be happy with whatever I could fly."





0244/LCDR/1310

<sup>1</sup>  
The billet I received is in line with some of my desires  
and fits basically into my career pattern. However, it is  
<sup>2</sup>  
not the type billet I requested and no concrete answer was  
<sup>3</sup>  
given as to why I did not get assigned to that type billet.

<sup>4</sup>  
Additionally, with the fluxuation of what career needs  
are in BUPERS itself, it seems pointless and less than honest  
to present a billet to anyone on that basis. The practice  
among most people of my rank is to ask for what you want.  
Often regardless of what the present career line happens to  
be.

0245/CAPT//1110

<sup>1</sup>  
Detailer did not return a single phone call. Kept me in the  
dark on the whole process. In my opinion, there is no excuse  
for failing to have a dialogue with the officer being assigned.  
<sup>2</sup>  
(0-6 level). I was generally pleased with my assignment, but  
<sup>3</sup>  
had I been on the fence about retirement, such impersonal and  
shoddy treatment could have been decisive in ending a career.  
<sup>4</sup>  
It gives the impression of unprofessionalism.

0246/LCDR/1110

<sup>1</sup>  
I wanted to split at 18 mos. from current job and go to  
OPNAV. My current assignment was second choice. It makes me  
senior enough for the next tour after that while giving me  
3 yrs. ashore.

0252/LT/1110

<sup>1</sup>  
My next billet is SWO Department Head School. I've known for



several years that I would be receiving this billet at this time. It is essentially the only billet available to me from the standpoint of personal desire, career planning, and the needs of the Navy. As such, my attitude toward the placement/assignment process that resulted in this assignment is of little consequence.

0253/LT/1110

I still don't have my orders!!<sup>1</sup> Transfer in AUG with reporting date NLT 2 SEP.

0257/LCDR/1110

<sup>1</sup>Satisfied only because I got the orders I wanted. However,<sup>2</sup> as Q11 indicates, I had to obtain flag officer assistance to prod detailer off top-dead-center and show me active interest in my desire and career needs.

<sup>3</sup>Q.6 is awkwardly structured. I obtained most of the milestones prior to "immediately prior to your assignment." This indicates, of course, that, except for personal professional development, my last tour was "Dead Time."

0259/LCDR/1110

<sup>1</sup>(1) My preference card and phone conversations with my detailer had absolutely no bearing on my final assignment.

<sup>2</sup>(2) To make matters worse, my reporting date was abruptly changed without consultation or notification (finally learned

<sup>3</sup>of ORDMOD three weeks after the fact) causing extreme

disruption of personal plans and added expense<sup>4</sup> and anguish

in transfer<sup>5</sup> of family.



6

(3) The Navy cannot afford to treat people like cattle. If I could have resigned without a six-month delay -- I would have resigned!

0263/LCDR/1110

1

(1) Priorities on what is a career enhancing billet change with astounding rapidity (some even before a tour is complete) and even though detailed to a "career enhancing" billet, such a billet can later be considered as detrimental even though the individual assigned experienced a highly satisfactory achievement level.

Examples:

VIETNAM COMBAT TOUR

INSTRUCTOR DUTY SWOS

2

(2) Detailers pressed to fill a billet, appear to send potentially "frontrunning" personnel to a job which will be detrimental to an overall career.

(3) Detailers lie through their teeth as to what is a "career enhancing" billet and that "only frontrunners get assigned to these jobs". Example PEP.

0264/CDR/1110

1

For most part I felt like a member being used to fill a slot. Factual information I could make decisions for myself and my family for most part was lacking.

2

Timeliness of written orders completely unsat.

0265/LT/1110

1

Department Head School is the only choice for continuing my career, so questions #8 and #10 are academic.





0267/LCDR/1110

<sup>1</sup>  
I am qualified for LCDR XO, but have not been so assigned. I  
am only dissatisfied in that I am not being sent to an XO tour.

0269/CDR/1110

<sup>1</sup>  
I submitted my preference card in November. By February, I  
had heard noting, so I called my detailer, who at that point  
had noting for me. Thereafter, I called him every 10 days or  
2 weeks at his suggestion, well into the month of May with  
little satisfaction. <sup>2</sup>  
I ended up with my third choice, I firmly  
believe, because all the good positions in my first two choices  
<sup>3</sup>  
were filled up by the time my detailer had time to look at my  
detailing.\* I received my orders in the end of May, with a  
<sup>4</sup>  
July detachment date - unsat for may reasons well known. My  
<sup>5</sup>  
faith in the detailing process has been shaken considerably  
by what I perceive to be highly impersonal, untimely, inefficient  
and insensitive detailing.

\*This allegation was confirmed by an Admiral who controls  
the billets in my first choice.

0271/CDR/1110

<sup>1</sup>  
Passed-over CDR's in overseas shore billets are non-entities  
to detailers. Lots of talent and dedication is lost to the  
Navy when the detailer makes this unfortunate fact evident to  
the officer concerned. Your "PEOPLE" policy needs much  
polishing.

0274/LT/1110

<sup>1</sup>  
This really depends on your individual detailer, your relationship





with him and a certain amount of luck concerning jobs available when you reach rotation.

0275/LCDR/1110

1

1. Told no split tour if 2 yr Department Head Tour.
2. Policy changed, never notified. When detailer faced with change, got "Oh, yeah, by the way."
3. Told PRD adjusted since everyone now split tours. PRD not adjusted and 2 yr tour kept.
4. Nine years continuous sea duty now - 2 more years.

0276/CAPT/1110

1

7: None of the three choices are in any sense mutually exclusive. Thus, the question itself is the only valid in those few cases where there is a specific clearcut conflict between the three criteria. In the vast majority of cases, a detailer can satisfy all three criteria at the same time as he did in my case. In those cases where specific conflicts do not exist between two or more criteria, then percentages of emphasis are meaningless. Each detail is unique, or should be.

Further, "Needs of the Service" is a complex criterion again driving towards unique rather than statistical judgments. A critical billet must be filled so "Needs of the Service" gets 100% emphasis. But is the service's need for a specific individual as opposed to other available officers? Some of whom may be as well qualified but better motivated.

All in all, I think the questionnaire a poor one, and hope the Bureau doesn't put much stock in the results.



2

Attached questionnaire is the worst I have ever filled out in terms of clarity of instructions. I have doubts that much of my answer will add to the validity of the data you hope to compile.

0277/CDR/1100

1

Except at nine weeks before PCS from Hawaii to Europe I still have no orders in hand - I understand the \$ problem these last 2 quarters, but, it makes any true necessary planning difficult, to say the least - such as ensuring a car is there on our arrival, and, renting current house, etc. We'll manage, I guess----

2

Orders received Saturday, 20 August 80 HHG move 22-24 SEP! Short notice!

0279/LCDR/1110

1

(1) On preference card, priorities were ordered as (1) Home-port, (2) type duty, (3) ship/squadron/staff and (4) type billet. I was asking for San Diego as OPS on a CG and I got OPS on a CG out of Yokosuka, Japan. However, I had also asked specifically about getting out of Hawaii and not going any farther overseas. Therefore, I'm in the middle on question 12 because I got 2 of 3 first choices (although not the one that I wanted most) and it promises to be a challenging and rewarding billet. However, it's also overseas, with 68-75% u/w time and that part isn't too attractive.

2

0280/LT/1110

1

I was originally detailed to a dead-end billet with little



consideration given to my needs/preferences. The detailer and his immediate superior came on strong with a "Needs of the Navy" line which turned out to be completely false.

<sup>2</sup>  
Through my own personal efforts, I supplied them with a list of available billets. I was detailed to 1 of them a mere 4 months after my PRD.

0281/LCDR/1110

<sup>1</sup>  
Withdrew retirement request for this assignment.

0282/CAPT/1110

<sup>1</sup>  
The cost of housing, length of time now needed to sell a home, etc., make long lead times on orders necessary. Orders dated 6/24/80 for RELDET July-Aug put a real strain on the process.

0287/LCDR/1110

<sup>1</sup>  
Personal family problems best solved by my presence in San Diego were expressed numerous times by official correspondence and personal correspondence. Local billets were available and command requests for my services were made. Rather than remain in San Diego, I was assigned duty in Korea.

0290/LT/1110

<sup>1</sup>  
The whole criteria for non-acceptance to Department Head School is simply a cover-up and excuse to send someone back to sea again when he is entitled to shore duty. After attaining the goals stipulated in the Career Planning Guidbook, e.g., 1110 designation, good fitness reports, etc., I expected to rotate to shore duty; however, I was rewarded with another sea tour.





2

To top that off, I was assigned to a ship which is permanently assigned to the Middle East (COMMIDEASTFOR FLAG SHIP) after I just came back from a 7-month deployment on my last ship. My wife and children love it and I have no love for the Bureau.

0292/CDR/1110

1

I feel the assignment to my next duty station is the best that the detailer could do given the restraints I placed on them.

2

It will give me an opportunity to set a course for my future out of the service. Plus the billet itself will give me an edge in the employment market.

3

A consideration for staying in the service past my eligibility date would be selection to O-6; however, I feel the promotion process is too slow in the Navy. I spent almost 9 years as an O-4 which in the long run makes the wait to O-6 that much longer.

4

I will be detailed from my present duty assignment in AUG and will not receive my PCS orders until the new fiscal year because of monetary constraints.

0294/LCDR/1110

1

The reviewer should not be disillusioned with what appears to be "super detailing" in this case. I consider the positive resolution of this detail a direct result of my screening of the assignment's available, consultation with my peers and seniors, and my subsequent request of a realistic assignment which I knew to be available. Realistic set of requests by the officer leads to more successful details.





Individual is best judge of his personal and career needs.

When viewed in a realistic manner, everyone comes out a winner.

0296/LT/1100

1

Personal conversation with a detailer resulted in this assignment.

0302/LCDR/1100

1

The detailer took the path of least resistance. After offering one billet in a sub-specialty area, that I did not want, he finally offered an alternate choice that would satisfy my career goals. (This offer came after I volunteered to resign my commission, something I did not want to do/and/or desire). He made little effort to really discuss career patterns, job alternatives available to meet these goals.

2

As a woman line officer, just recently promoted to LCDR and screened for Executive Officer, I felt very slighted in the detailing process. Woman line officers seem to get little attention and/or priority in detailing. Many times a woman officer must go out and look for her own job and then tell the detailer what is available.

0304/LT/1110

1

Major consideration was shore duty in Little Creek, VA.

0305/LTJG/1100

1

I have a subspecialty code (0020P), a Master's degree, speak three languages, and just completed a hardship tour in Saudi Arabia. All I asked my detailer for was a tour where I could use my P-code in a "civilized" part of the world. He talked



about all sorts of ways he could use me as my qualifications  
are rare in a LTJG. However, he assigned me as security  
officer at a technical office in D.C. I'm bored stiff!!<sup>2</sup>

0310/LT/1110

<sup>1</sup>  
Arrived at present billet and because in zone for LCDR this  
year found I was too senior for billet thus am being given  
more challenging position - however, wanted a job that would  
enable me to complete my MBA off-duty studies, now find my  
top priority may be in jeopardy because of time intensive  
work required for what is generally considered non-career  
enhancing shore duty. Basically, detailer not familiar<sup>2</sup>  
enough with billets.

<sup>3</sup>  
General Comment: Navy in general, 1110's in specific are  
moved about geographically too much. Save \$ by putting officers  
where they want initially and keeping them there. Better  
for community, household economics, off-duty education,  
children, and improve quality of Navy life as a whole. San  
Diego, Pearl, NORVA are places where with no trouble an officer  
could remain for 10-15 years. (To start, the Navy could pay  
you a bonus for not moving).

0311/LT/1110

<sup>1</sup>  
Given time and career pattern (SWO), there are really no assign-  
ment options open except for Department Head course that would  
keep me competitive. Early selection of a subspecialty path  
<sup>2</sup>  
has placed me slightly behind my peers. I would like to be  
in a better position to trade subspecialty, and warfare specialty  
goals and remain competitive for promotion.



0312/CDR/1110

1

I wasn't initially, but am now. I also think I was lucky.

0315/LT/1110

1

I received a letter notifying me of my class convening date in January 1980, but I did not receive my orders until 20 days prior to my detachment date. This is my third set of PCS orders since I was commissioned and this is the most time I have had between receipt of orders and detachment date. The short lead time results in too much rushing to complete last minute details, such as selling a house and setting up household shipments.

0319/LCDR/1100

1

I feel that my husband's assignment was so much in priority that a billet was "scrounged" up for me. I understand that I put qualifications on my assignment so that I could be stationed with my husband; however, I think that the detailers should have given me more alternatives even to the point of being stationed in Norfolk, rather than assuring my husband that I would be well taken care of. I do take part responsibility for this but feel the Navy should be more concerned about wasting talent.

0323/LCDR/1100

1

Although I am very satisfied with my new assignment, I was very dissatisfied with the process, i.e., the detailer had minimal involvement with my reassignment. Had I not been "aggressive" in pursuing a new assignment, and enlisted the





help of other sources, I would undoubtedly still be in my past billet - 2 years overtoured vice 1 1/2 years with little home of furthering my career.

0326/LCDR/1110

2

Given that I was destined for a Shore P-coded billet (which is exactly what I wanted) and that I was in Monterey, i.e., West Coast, I strongly desired to go to San Diego where I determined there was at least 6 available P-coded Billets and follow on XO tours readily available. And where my wife was 1 1/2 years away from finishing her B. S. degree, I cannot accept that the "Needs of the Navy" required my assignment to Washington, D.C. at this time. I couldn't even get Sea Duty to go to San Diego!!

0327/CDR/1110

1

(Additional Comment) "Envelope provided" for return of survey form was not in fact provided; so survey form is being mailed back "in the blind" to BUPERS.

0328/LT/1110

1

I have always worked closely with detailers in assignments and kept DUPREF cards current. This has been a big help in the assignment process.

2

I also believe it doesn't matter what billet an officer gets as long as he performs in that billet.

0329/CDR/1110

1

Felt that I was not considered for several possible billets on an equal basis with my peers in attack/fighter squadrons.





Felt that detailers were often close-minded to suggestions and not receptive to issuing other than standard "career-path" orders. Too locked-in to certain options. I also did not feel that I was made totally aware of the possible orders available at the time of detailing. Feel that detailers should function more on a basis of "Here is what I have available" - "What would you like?"

0332/LCDR /1110

1  
Assignment to the new billet would not have been made if I had not called Washington from overseas during deployment. Assignment was predicated on pulling my Jacket 9 months vice 6 months before PRD. This was indicated in correspondence to BUPERS. Upon placing the call, I found my jacket had not been pulled and that my first choice of PG education had been filled. The jacket was not pulled until the call was placed.

0334/CDR/1110

1  
I worked closely with the CDR (Surface) detailer to select my next assignment. He was most cooperative and, in fact, changed the orders "late in the game" at my request.

0337/CDR/1110

I am going to an old DD 931 class as CO. I have never had the opportunity to go to Department Head School. (I was accepted, had orders in hand and they were cancelled and I was sent as a CHENG to another DD) I feel this decision by BUPERS 17 years ago has kept me from getting a "G" ship or a



2

new FF. I feel I could learn and be an asset to the U. S. Navy in the future with "G" ship training. As of now I perceive that I am permanently marked as a "Straight Stick DD man forever.

0340/CDR/1110

1

On completion of 20 years or service, 17 of which have been at sea, I was extremely pleased that the placement assignment would permit me very choice Shore duty.

I need the time to organize my life for the next twenty years and the Navy has provided me that time with new duty station assignment.

0343/LT/1110

1

Although being assigned to the billet of my choice, I had to  
use my "silver bullet" from the CV Improvement prog to go to  
a command with 3 officer billets gapped. I feel I could have  
gotten orders to GMS without my "guaranteed choice of duty"  
and used it after Department Head School. This questionnaire  
does not really apply to a CVRIP'er because we have come to  
CV's without choice and are guaranteed our choice of next duty  
assignment. My comments would be reversed if I had received  
this prior to coming to CV 62.

0344/LT/1315

1

Would note that personal interview with detailer can work wonders to get billet assignment desired.

0346/CDR/1110

1

The process is considered adequate, the people in general



(e.g., detailers) are completely inadequate to the task required.

0347/LT/1110

<sup>1</sup>  
My next assignment is Surface Warfare Officers Department Head School. I've known for several years now that I would be receiving this assignment at this time. There was really no choice, discussion, or debate involved. At this time, it is only assignment forme from the standpoint of the Navy, my career, and my personal desires.

0348/CDR/1110

<sup>1</sup>  
I was recruited for the OPNAV job by my prospective branch head. It is connected with my present job (battle group tactical training). It is my Washington initiation tour for which my detailer, my CO, and I all agree I am due. I would have preferred National War College or ICAF en route.

0350/CDR/1110

<sup>1</sup>  
No gripes at all (PCO New Constructions).

0351/LCDR/1110

<sup>1</sup>  
Detailer was aware of pending deployment, yet issued orders with no accounting data for transportation (new billet with no homeport change). I feel he should have been aware of deployed status via notation on card. Also, orders were  
<sup>2</sup>  
extremely late being issued which leads me to feel "out of sight (deployed), out of mind" to detailer.

0355/LT/1110

<sup>1</sup>  
I was assigned to a ship which was not even listed as being





available when I expressed my initial preferences, and which was not one of the choices, as to type, which I made.

0358/CDR/1120

1

For submarine CO's, one typically goes where BUPERS directs.

There was, however, considerable attention given to my request to remain in the New London area. Overall, it was a good detail.

0360/CAPT/1110

1

While I am satisfied with my next assignment, I was offered more satisfying billets but these for one reason or another became unavailable. I was not advised of my next assignment

2

until 35 days prior to my change of command and did not receive orders until 15 days prior to my change of command. The placement process leaves much to be desired.

3

0362/LTJG/1100

1

My first priority in reassignment was co-location with my spouse which was satisfactorily met. However, the billet will not fulfill the career requirements for either subspecialty or leadership development. The reason I am very dissatisfied

2

with the placement process is that I learned that another 1100 LTJG was transferred under similar circumstances within a couple weeks of my own PCS. We both ended up in Pensacola with our spouses as requested but she got the job I requested and was qualified for and I got the job she had requested and had the training for - thus, two unhappy officers and a gross misalignment of resources.

0363/LT/1110





1

For the first time in 9 years, the detailer gave me correct information and showed an interest in my particular situation.  
I was not someone that he didn't have to worry about just because I wasn't going to sea.

0366/CAPT/1110

1

(1) I received word of my final assignment one week before I was to be relieved as commanding officer of a CG - my orders came by message 5 days prior to relief.

2

3

(2) There seemed to be little correlation to the success of my tour as CO and my follow-on assignment.

(3) Possibly, I don't appreciate yet the importance of my new job.

0369/CDR/1110

1

There must be an increase in the number of billets in both officer and enlisted placement/assignment organizations. This is essential to provide timely credible and personal services to Navy personnel nearing their PRD (or EAOS) to retain them in the active service. Current fleet perception is that BUPERS is operating in a reaction mode not in a personnel responsive mode that is necessary to retain personnel.

0370/CDR/1110

1

I was placed in new assignment by the command and at my request (volunteer for intra-staff transfer) the placement/assignment process merely processed the paper.

0371/CDR/1110

1

After several years away from subspecialty and 10+ years from



P.G. School was trying to develop expertise in post secondary education administration, but "Special Talent" and other requirements dictated otherwise.

0372/03E/1110

<sup>1</sup>  
My assignment is to Department Head Course so this questionnaire is really inappropriate. Now if you had asked questions a few days after I was told I would be assigned as "Assistant Boilers Officer" on the Coral Sea-- "for the good of my career", I would have given some very negative answers. The system only works if the detailer works with the "customers". The current detailer is great - I feel very comfortable working with him.

0376/CDR/1110

<sup>1</sup>  
Assigned, without discussion, as Chief Engineer on CV 62, directly after a 28 command tour. Seventeen months of command post spent deployed (two to Middle East). Upon joining CV will deploy immediately to Middle East. From Jan 80 to July 81, I will have spent slightly 80 days at home when taking into account January Readex, deploy in March, relieved overseas, two weeks leave, 4 months in Idaho Falls (another deployment), 30 days leave then join CV in Nov. and deploy immediately!  
<sup>2</sup>  
I will enjoy billet, I'm sure, but strain on family (homeport switch involved) will be beyond call of duty for any Navy Family. All possible good staff billets lost simply due to fact Group 2 Admiral, former CO of my new ship, refused to support fact that I raised this former rust bucket to an



Arleigh Burk nominee (by Squadron CDR - our of 26 ships).  
4  
Group CDR shot it down. I got the shaft because of an  
Admiral's ego! Truth!!!

If I sound bitter, it is because every rule in book was  
broken - XO relieved 3 weeks before CO, CHENG relieved with  
CO, OPS relieving 20 days later. All of this occurring during  
MIDEAST deployment and 50 days before an OPPE!! I had been  
promised I would complete cruise - relieved on 25 June, ship  
return 11 August. I'm sure job a good one, but.....!!!!  
It is a good thing I have a Navy family and I would like to  
get a major command in that I know I am a hell of an at sea  
CO. I'd welcome a interview on this story!!!!

0379/CDR/1110

1  
My first choice would always be combatant command at sea, but  
having already had my commander command tour, I could not have  
asked for a better assignment than what I have received.

0381/LCDR/1110

1  
My only regret is that I was not assigned to a LCDR XO billet  
(qualified but not accepted for assignment to XO). I feel  
that would have made my career more viable. My detailee, never-  
theless, took my personal desires into account, and feeling  
he had to send me ashore, located me where I desired and in a  
billet utilizing my subspecialty (Training).

0383/LCDR/1110

1  
Next tour CO USS BRONSTEIN.

Memorandum: 20 June 81 Suggestions for Survey:





1. Return envelope. If not provide return address.

2. Block 2 not clear on what info is being sought.

0384/LT/1110

1

I am presently at SWOS Department Head School, & the assignment was guaranteed after I fulfilled required prerequisites, I didn't want to come right off a ship and found a shore billet for USMOG. My detailer didn't know anything about it until I explained it to him. It was a great assignment, but I'm sure no one knows much about it. I'm also sure it's done nothing for my career, despite the fact that it enabled me to fulfill personal goals. Namely, speaking 3 foreign languages simultaneously with officers from different countries. My detailer didn't even know I could speak anything but English despite numerous preference cards so indicated.

0385/LCDR/1110

1

Notification of XO screening, intention to assign as XO of a specific vessel and actual issue of orders were conducted in a very timely manner. Assignment corresponded to preference card information right down the line except for homeport choice of San Diego, which was less desirable due to cost of living in the area, but still quite acceptable.

2

0387/LCDR/1110

1

Detailer was more concerned in filling a billet quota than whether it fulfilled career or personal needs. Many months of "vocal nothings" changed little.

0388/LT/1110





1

My detailer apparently never bothered to keep up with my career plan. He should have seen that as my prior tour ended that I would have to go the Destroyer School. I had to tell him. As a result, I was very nearly extended at my previous station by 4-5 months because the newest class convening after my planned EROS was full. A space came open and I went in Space A. An officer shouldn't have to tell his detailer what he needs.

0389/CDR/1110

1

At no time did my detailer discuss any billet options with me prior to this assignment.

0391/LT/1110

1

With the exception of lead time given between receipt of orders and PRD - in my case, 2 weeks. <sup>2</sup> Satisfied.

0392/LT/1110

1

After five years at sea - then to fill an ED billet working 7 days a week gives 7 years with little or no time for family life. To go back to sea for another 4-8 years after this, leaves no choice but to resign or to forget my obligations to my family. <sup>2</sup> So far, I haven't even come close to an assignment I have asked for. Before I left my last ship, I requested Department Head School (in Oct 77) and I received an answer in Aug or 1978. Why? Three assignments as the needs of the Navy is enough.

0393/LCDR/1110

1

While pleased with having been assigned as an XO afloat, the



2

process still seems to be somewhat lacking - the screening  
may no longer be done by a legal board, but the process here  
not really changed. 3 This survey very poorly laid out and the  
instructions were lousy!

0397/LT/1110

1

My sole reasoning for remaining in the Navy was to become  
accustomed to a more civilian environment after 4.5 years  
at sea.

0399/LCDR/1110

1

I really had no choice. If I did not take the orders I would  
have been detailed to Diego Garcia, eventually passed over for  
promotion and released from active duty. Note: There was  
no envelope provided. 2 This address is a best estimate based  
on the "The Needs of the Navy."

0401/LCDR/1110

1

Although very satisfied with the final outcome, the time  
frame of receipt of orders prior to detachment from current  
billet was unsatisfactory (about 4 weeks).

0408/CDR/1110

1

Actively sought assignment to NWC at this time. Look upon it  
as an important chance to reflect on matters not available in  
normal course of day-to-day requirements. However, this is  
only a stepping-stone to my ultimate goal - Major at sea Command.

0411/LCDR/1110

1

Was notified by letter by my detailer of three entirely differ-  
ent sets of intentions for assignment with no explanation given  
other than "we goofed". Proposed assignments varied widely



as to type (sea, shore, location, etc.). Furthermore, final  
<sup>2</sup>  
orders were not received until about 3 weeks prior to expected  
<sup>3</sup>  
detachment date. I feel the process was mishandled at NAVPERS  
resulting in personal inconvenience and unnecessary hardship.

0412/LCDR/1110

<sup>1</sup>  
My individual career needs were met to perfection.

0413/LCDR/1110

<sup>1</sup>  
I was told by detailer at Department Head School that I would  
have a 2-year Department Head Tour followed by shore-duty.  
This was indicated in the ship's OCDR. I have just completed  
my 28th month as chief engineer aboard a destroyer and received  
orders to an additional 18 month Department Head Tour in a  
DDG.

0414/CDR/1110

<sup>1</sup>  
I was selected for a Senior Service College shortly after my  
selection to CDR. My eligibility runs out in August 1980.  
Prior to receiving a call from my detailer in February 1980,  
all previous correspondence indicated that I would be attending  
a Senior Service College. The Detailer indicated that Navy  
was not filling the War College Billets, yet, Commanders were  
ordered to the War College subsequent to my receiving orders.  
In addition, there was an officer who wanted the Group Two  
Billet.

<sup>2</sup>  
<sup>3</sup>  
I am looking forward to my job at Group Two but think the  
detailing process could have been better.





0415/LT/1110

1

In June 1979, I called my Detailer just to remind him that my PRD was Feb 80 and that I expected orders to the Department Head School SWOS. At that time he told me that if I sent a letter requesting adjustment of my PRD to Dec 79, he could guarantee me a seat in the Jan 80 class. I submitted the letter and did not find out the results until Nov 79, when I called inquiring about my orders. The idea of attending the Jan 80 class never entered my mind until my June 79 conversation. Then I didn't even rotate on time. I was extended. I got the billet I wanted but not when I wanted.

2

0419/LCDR/1110

1

I am satisfied only to the extent that the detailing was made in accordance with my desires. Prior to that time, I was constantly put off by the detailer even after my PRD had passed. I feel because I have failed selection to CDR, that I was treated as a second class citizen. No attempt was made to meet my career needs or to improve chances for above zone selection, but I was detailed to my new assignment because it was the easiest.

0420/LCDR/1110

1

I was screened by the last formal XO Screening board so I knew my next billet would be as an XO. I own a house in San Diego and strongly desired a combatant West Coast or any ship in San Diego. Again neither choice was "available." I wound up an auxiliary out of San Francisco. It is a CDR





billet and I won't be in the zone this year so career-wise,  
it is a good billet but in terms of personal needs (high<sup>2</sup>  
housing costs, particularly,) San Diego would have been much  
better.

0422/LT/1110

The process of selection of DN Assignments from SWOS Depart-<sup>1</sup>  
ment Head curriculum (DH) is supposedly based on previous  
performance matched to those ships available on a list.  
There is no ladder ranking available to the class as to  
who is #1 or who is #70. Therefore, the list given to place  
your selections on your "DREAM SHEET" is not a realistic  
method because the detailer may still arbitrarily place you  
wherever he wants, regardless of true "class standing" because  
no one except him is aware of where they stand. When the  
Dream List is given, a ladder rank should also be established  
so those personnel can see that realistic choices will become  
available to them, wherever they may fall in the class ranking  
ladder.

0423/LCDR/1110

Considering responses to #8-11, one would think I would be  
very satisfied in #12. That is not the case, however, and,  
in fact, I considered responding "Very dissatisfied" or "dis-  
satisfied in this space for the following reasons: I have  
always understood that the detailer was responsible to the  
officer and that his job was to help the officer in every  
way he could to get the job he wanted/needed. My feeling



shared by many of my colleagues - is that - instead, the detailers tell you what they think will make you happy and work for you only when they are forced to. I am convinced that if it were not for my own aggressive pursuit of my assignment, the response to #8-11 would be "to no (or slight) extent."

0425/LCDR/1110

Experienced great difficulty trying<sup>1</sup> to determine what new assignment was. Detailer was reluctant to discuss alternatives. My total experience with LCDR detailers has been frustrating. Their shop is properly nicknamed the "Meat Locker."

0428/LT/1110

You talk about detailer/placement<sup>1</sup> relationship, but the sea/shore coordinator has a lot to do with it. If the detailer makes a slight timing problem in proposing a constituent the person can be snapped up by the Sea Coordinator regardless of record or desire - he has a need at sea and gets first shot. You must make the constituent feel as though he got the last job available to him - not always easy. Can't give shopping list, so he knows only about job he got. Placement can make some arbitrary decisions making the detailer's job more<sup>2</sup> difficult. Detailer should be more scientifically screened (now it's basically heresay, "I know him", "He's a good guy", "No way". The process had little effort on my present assignment since V----- S----- asked for me. The above is merely general feelings.



0431/LT/1110

1

I repeatedly tried to discuss my next billet over the telephone with my detailer and he was unwilling to listen. I eventually made a trip to Washington to meet with him. While I am not  
2  
dissatisfied with the billet, I am not happy that he was unwilling to discuss alternatives to my first choice. The billets available were not even mentioned; and it is one of these alternatives to which I received orders. Also, I have served 14 mos. TAD in the billet to which I am now reporting on PCS orders.

0432/LCDR/1110

1

I told the detailer the specific job I wanted. It is called for a rank higher than I am and a Proven Subspecialist, which I am not. I got the job based on the strength of my past record.

2

Question 6 may not be real useful and data maybe showed you should have also asked what officer has attained overall, in addition to just prior.

0437/LCDR/1120

1

This survey is incredibly difficult to interpret.

0438/CDR/1110

1

As an 1110 05 without CMD screen. This billet is irrelevant. I either get a command and go on or I get out at 20. Since this tour is irrelevant, I chose to minimize my family disruptions.





0440/LT/1110

1

I am somewhat dissatisfied with the process because I was extended twice at my present command. The first time was to help ease the finding of my relief, and the second time because the detailer literally "forgot" about me so no relief was ordered in. I now find myself somewhat behind my peers in getting to more responsible jobs and completing additional goals.

0441/LCDR/1110

1

Discussions with detailers over period of 6 months generated limited info on available billets, little concern for my future.  
2  
Entire process based on "cheapest" set of orders (different aspect of "Need of the Navy"). At no time did I feel that detailer respected my record or potential career.

0442/CAPT/1110

1

My assignment has been driven by selection to the major shore command list vice the major sea command list. The assignment to which I am going is an accommodation made by my detailer to satisfy (1) my personal needs (family situation), (2) help me gain insight into running a shore facility with the hope I might gain an interest or affinity for the shore community (3) provide an option to retiring.

0443/CDR

1

Although a selectee for postgraduate education and service





college for almost my entire career, I have yet to be assigned  
to such billets. For my next billet assignment, all factors  
appeared favorable for attending National War College - selectee  
for senior service college/summer transfer/competitive for  
Captain selection. However, "Needs of the Navy" again pre-  
vailed - with little if any consideration for the personal  
desires and career needs of the individual. <sup>2</sup> I would hope  
that the objectives of the feedback survey is attained as  
the assignment process is in definite need of improvements.

0445/CDR/1110

I would, of course, like to remain at <sup>1</sup>sea and complete my  
commander command tour. I do understand the competition  
for such billets and the limitations in numbers of billets.

0446/LCDR/1110

<sup>1</sup>  
My PRD has been identified for the last three years as July  
1980. I found out what my next assignment would be in June,  
and will be detached in August. This does not allow enough  
time for personal <sup>2</sup> planning, particularly selling my present  
home. If I cannot sell my home soon, I will become a "geo-  
graphic bachelor", which I deeply resent.

0447/LCDR/1110

<sup>1</sup>  
I feel that the detailers are doing a good job operating  
within their constraints. It is perceived that these are  
difficult times with personnel shortages and real administra-  
tion nightmare existent in NMPC. It is important for the  
detailers to be as honest as possible, even if it is painful



to their constituents. The O-4 shop is perceived to be pretty straightforward by myself and most contemporaries.

0450/LCDR/1110

I feel my answers to questions 8-12 require an explanation.

Being passed over, I had to retire 1 July 80; and was so informed in Dec 79 by official letter from BUPERS. In Feb 80, BUPERS did a complete turn around and "cordially" invited me to accept a recall to active duty. To anyone who reads Navy Times, newspapers, etc., it is obvious that the Navy was hurting for people so badly that they were willing to dip down into the first several rows of the secondraters to cover their manpower needs. I accepted only because my civilian job offers required me to move to Washington, D. C., Southern Calif. and other high cost areas that I was not willing to move to. So--accepting the Recall was not the best deal around, it was just better than the alternatives. I further feel that the entire placement/assignment process is inconsistent due to the detailers rotating much too rapidly to provide any consistency in the Triad of Detailing. The interpretation of the broad guidance varies so much from one detailer to another as to convince me there is a certain element of luck in the process. I say this not from the standpoint of sour grapes but from the fact I feel I lucked out in my 20 years----I never had a bad tour, and I have really heard some terrible tales from juniors and seniors alike during those 20 years!

0455/LT/1115



1

Being deployed to the Western Pacific and spending the 6 months prior to transfer date (with three months in the I.O.) gave very little opportunity to contact detailer personally to express desires and to learn the "climate" of detailing at the time. Letters, "dream sheet", and message traffic are very impersonal means of communications and also can take excessive time. Phone calls are best method to express desires but at present, few lines exist between the deployed units and Washington. More "hot" lines should be established. Those existing presently seem to be rather easily overridden or disconnected. Present autovon procedures place detailers under "personal" calls with no priority (routine).

0457/LT/1320

1

In discussing next assignment w/detailer, I felt the decision had already been made in his mind that I was going to a ship's company billet due to the fact of the "surplus" of 1320's in relation to 1310's. My past performance, consistently A+ as LT, along with my personal desires, carried minimum weight.

0458/LT/1100

1

No-one else wanted the job that had the pull to get it or I would have had a chance to get the assignment.

2

It saved the Navy money not to move me to another area.

0460/LTJG/1100

1

Once notified by by new command of the billet to which I would be assigned, it appears that career regression, rather than progression is occurring.





0463/LCDR/1110

<sup>1</sup>  
I have been detailed to the assignment of my choice, however,  
<sup>2</sup>  
it was evident in my dicussion with the detailer that my  
assignment was coincidental and was determined solely on needs  
of the Navy.

0464/LCDR/1310

<sup>1</sup>  
I think the fact that I was assigned to a Moffett Field based  
VP Squadron was in good measure due to the fact that I asked  
for it and it happened to be a geographical area that many  
<sup>2</sup>  
of my VP peers are trying to avoid due to the extremely high  
cost of living. This imbalance can only be eliminated by  
Variable Housing Allowance.

0469/CDR/1110

My next billet was not a requested<sup>1</sup> assignment. Duty in  
Washington, D.C. has never been requested or desired. There  
<sup>2</sup>  
was absoutely no dialogue, whatsoever, between the detailer  
and myself regarding the billet assignment or how it fit my  
career needs. I firmly believe that his first priority  
was to fill a billet and I fit the requirements. I am pissed  
<sup>3</sup>  
off about the entire process.

<sup>3</sup>  
P.S. Request #1: I have no idea whether the billet  
is career enhancing or not. I have heard from various sources  
that it is and others that it is not!

0472/LCDR/1110

<sup>1</sup>  
Strongly desired combat XO tour commensurate with my back-  
ground experience leading to an eventual commander command





tour in a combatant. Though assigned to an XO billet, I  
perceive that XO tour in an auxiliary will make me more eligible  
for a follow-on command tour in an auxiliary, rather than a  
combatant.

0474/LT/1100

I had to fight nearly every inch of the way for this next  
assignment. I had to explain and justify my own qualifica-  
tions for the high priority "Needs of the Navy" billet, which  
I highly desired. To me, it was so obvious that my needs  
match the "Needs of the Navy". This assignment may be  
slightly ill-timed for my career, but I do not believe it  
will adversely affect my career to any great extent.

0475/CDR/1110

As a result of not command screening, my personal desires  
became impossible to meet. Had I screened mine and the  
Navy's desires would have been in line. As the case is,  
I am now retirement eligible.

0477/CDR/1100

Please see Q.4 - This is an excellent billet, location  
OK - but, was passed over last year (at 21 year mark) and  
feel this tour is four years too late. Last tour (3 1/2 year  
tour was repitious of previous 4 3/5 year four in CHINFO.)  
Subspecialty in public affairs is not career enhancing - not  
enough senior billets of any substance. It's as big a  
death knoll for women as for men. My last command did nothing  
positive for my career but location was right for my major.



0748/CDR/1100

<sup>1</sup>  
I though my present detailer worked harder to help me get an assignment to Hawaii then the previous one. He worked on my orders for seven months and remained polite during the entire process. I sincerely appreciate his help.

0481/CDR/1110

<sup>1</sup>  
My billet in OP-01 was worked out outside of the detailing process. <sup>2</sup>  
Nonetheless I feel my detailer gave me a very personal service and good advice relative to the billet.

0484/LT/1100

<sup>1</sup>  
By not receiving orders for PRD time frame, the command had turnovers of the top three officers within 6 weeks. Being detained 3 1/2 months has left me at a disadvantage in starting the curriculum at PG School, which may result in my being away from an operation billet 3 months longer than others in the same curriculum.

0485/CDR/1110

<sup>1</sup>  
Overall, I am satisfied with the process in my case. Irritations were centered on: 1: Orders were not do exact class of DD type I desired.

<sup>2</sup>  
2. Navy policy via-a-vis en route engineering training in Idaho Falls, between sequential destroyer type command tours. Resulted in 2 1/2 year unaccompanied command tour. That is unsat, and has dramatically altered my feelings about remaining on active duty.



0487/LT/1310

1

Initially ordered to RTS as LSO, orders changed to present billet after 7 months as result of CO contacts and endorsements.

0489/CDR/1110

1

My placement/assignment process was satisfactory, but I am  
as most dissatisfied with the execution -- both in my case and  
as it typified the detailing process. I received a letter  
Mid-December, 1979 informing me that I would receive orders  
to detach in July 80 to report August. The letter was for  
planning purposes. As of 23 June 1980, my orders have not  
been released for final by the placement officer because no  
relief has been identified to replace me. The gaining  
command had agreed to a 3-month gap. The losing command had  
will not detach without relief, but will gap if a replace-  
ment is identified. My nomination to gaining command satis-  
fed this 1 May loss to retirement. My case illustrates the  
Bottom Line - lack of detailer planning for covering needs.

3

Because detailers continually operate in a crisis mode, unless  
you have a heavy hand "sponsor" to protect your interest, the  
"Needs of the Navy" takes 75%-85% of the "triad". It is  
my own opinion that the detailing process is a prime contrib-  
utor to the 8-16 year officer departing the Navy. Realization  
breeds contempt.

0490/LT/1310

1. It was interesting that my detailer said it would be impos-  
sible for me to get my 1st choice (transition to a new A/C as





a Rag LOS/IUT). Through influence of my CO, Airwing LSO, CAG, and AIRPAC LSO with the Placement Officer, I was assigned my 1st choice billet.

2. My personal involvement included Performance card and a letter to my Detailer, making my involvement small. I was unable to communicate by phone 6 mons. prior to rotation  
2  
because I was in the Indian Ocean for 4 1/2 mos. Would like to have known more what was going on concerning my future assignment at that time.

0491/LT/1310

I got what I wanted; therefore, I have no room to complain.  
Others, i.e., aviators, who were given the choice between a ship tour and resignation, and choosing resignation, are much less satisfied. At a time when 13X retention is 30%, it would appear that much more flexibility in the detailing process/  
career pattern is demanded.

493/LT/1320

Desire to move to East Coast Aviation community, after 30 months homeported overseas in Japan was unfullfilled.  
Was told that no billets at all available at NAS Oceana  
(flying). Suspect that East Coast billets are filled with  
East Coast personnel from Overseas, may be last opportunity to shift to East Coast VF.

Let the individual determine his own career needs, as it is His career.





0494/LT/1110

1

After 8 years of continuous sea duty, after a request for assignment of a WSAM designator and recommendation by CO for such, after a statement by my CO that I was recommended for command qual in a letter requesting reconsideration for my assignment back to sea in an auxiliary ship, a fitness report over a year old was used to detertime what was best for my career even though marks on the fitrep were at variance with the CO's last letter on my assignment.

0495/LT/1110

1

My next assignment (Department Head) was an automatic choice. Therefore, Question 12 is academic.

0500/LT/1110

1

I received a shopping list about 9 months prior to being transferred. I immediately phoned my detailer and made my desires known. He gave me very little satisfaction. I was able to obtain the job I desired through political influence (within the Navy). Had I not been able to get these people to go to bat for me, I believe that my personal desires would play a small part in my placement. I believe

2

that if the Navy wishes to retain people, it cannot continue to move people around indiscriminately.



0503/LT/1310

<sup>1</sup>  
Placement/assignment includes the processes of selection  
for a specific billet and through receipt of orders. Early  
receipt of orders, especially for an overseas assignment,  
is perhaps an essential objective. In my case, late receipt<sup>2</sup>  
of orders has snowballed, and even as I detach from my pre-  
<sup>3</sup>sent command, I can make no plans for my trip overseas.  
This is really inexcusable since I have been selected for  
this assignment for more than one year!

0504/LT/1110

<sup>1</sup>  
I attempted to work with my detailer for several months  
including two IO deployments. A Fitrep lost for over 3  
months at BUPERS delayed selection for Department Head  
School. My XO did no counseling. I received orders to a  
<sup>2</sup>second sea tour on the opposite coast against my strongest  
wishes. My detailer was aware of a pending designator  
<sup>3</sup>change, but would not hold up the orders. After the ALNAV  
that confirmed the designator change was published, my  
detailer refused to cancel my orders and release me to my  
new community. I had to relocate my family for a period of  
less than 9 months at a personal cost of over \$2,000. I  
<sup>4</sup>have a job to do at my new command, and will do my best -



but if I had not received the designator change, I would be  
out next June with 12 years of active duty service. The  
reason - lack of responsiveness to me by "my detailer".

0506/LT/1110

<sup>1</sup>  
My Navy career has been punctuated by sea assignments to  
ships of as nearly opposite class and geographic location  
as possible. While my present assignment was dictated by  
circumstances and made without my involvement, it's part of  
a sequence making it dissatisfying to me. Note: This ranks  
<sup>2</sup>  
as the most confusingly written questionnaire I have ever  
received.

0508/LCDR/1110

<sup>1</sup>  
After being involuntarily extended for six months with no  
word as to rotation, I asked to be returned in my present  
billet. This request is being favorably considered although  
I have received no official word. This questionnaire is  
<sup>2</sup>  
the first I've heard that the request may have been  
approved.

0509/CDR/1110

<sup>1</sup>  
I'm not sure why I got ICAF but I'm delighted to get it. I  
wanted the CO job but am happy to gain entry to this sub-  
<sup>2</sup>  
spec. area. Best piece of detailing I've had so far.  
Thanks.

0512/LT/1110

<sup>1</sup>  
In the transition to Supply, my CO Captain P-----, and



my detailer were exceptionally helpful.

0513/CDR/1120

Short time interval to move<sup>1</sup> from Hawaii to Italy (7 days)  
even though orders could have been cut 6 months ahead but  
weren't and then received less than a month ahead so that  
transportation, HHG, and vehicles were next to impossible to  
schedule.

0516/LTJG/1110

I have been assigned to my first choice which was NPG School.  
I have also received my primary choice for curriculum.

0520/LCDR/1100

Essentially, I received what I requested and both the needs  
of the Navy and my personal career needs were met.

0521/CAPT/1110

Through personal investigation I determined several billets  
opening when I was due for rotation. My preference card  
listed these billets and I wrote a letter requesting con-  
sideration by my detailer for one of those billets. I  
received my 1st choice, ergo, a satisfied customer.

0522/LTJG/1110

Carrier Readiness Improvement Program was a total surprise,  
the only good point is that we don't have to move. MPA  
School and my billet will look very good on my resume. I  
would have been very happy to stay in my old billet.

0523/LTJG/1100





1

First, I really like my new job; however, I needed to stay in the same geographical area of my previous billet. My detailer was unwilling to leave me at the same base and put me at a different command. I know this could have been done because I contacted other commands at the same base.

2

I like my new billet very much but it is 75 miles from home and I can only go home on weekends. This is a definite drawback. I had considered staying in the Navy for an extra tour (i. e. 5 or 6 years, tot. instead of 4). Now I am definitely getting out at 4 (actually before 4). I know my detailer thought he was helping my career, and actually it's a great job which will help my civilian career - but it sure helped shorten my naval career!

0524/LTJG/1100

1

I am currently an 1100 but hoping for lateral transfer to 1630. I attended intelligence school and was then assigned to an intell center which should have been my second tour following my current assignment to a VP squadron. When I told my 1100 detailer of my desire to go to a VP squadron, he said it was a first tour billet and he didn't think it was wise. I told him I have been advised to go back and pick up my first tour billet so he said he would check it over, which he did. I was able to get the billet because of the unplanned loss of the person I relieved.

2

0525/LTJG/1100



<sup>1</sup>  
I'm satisfied with my new assignment because I'm aware of  
future benefits which may be made to me if I'm very suc-  
cessful as a recruiter.

<sup>2</sup>  
I'm not very satisfied with the billet because at the  
time I preferred to attend P.G. School and I'm not overly  
thrilled about having received orders for Philadelphia. I  
<sup>3</sup>do understand though that the "Needs of the Navy" come first  
or the desires of the detailer.

0529/LT/1110

<sup>1</sup>  
Don't really understand the process but, I received exactly  
what I requested as a first choice.

0539/LT/1110

<sup>1</sup>  
Detailers change jobs much too often. The previous detail-  
ers "promises" are unknown to the next. There is no con-  
tinuity - one feels as if he is starting over with a new  
<sup>2</sup>detailer. I felt as if my detailer was "playing games" with  
<sup>3</sup>me, analyzing my desires in an attempt to find a "way out"  
of not giving me my first choice. I felt like he was doing  
me a favor by giving me orders that were appropriate to the  
"triad of detailing", as well as well deserved.

0541/CDR/1110

<sup>1</sup>  
All of this really irrelevant - if you can't screen for  
command and get a command, you are just marking time.

0543/CDR/1110

<sup>1</sup>  
Very little info on billets available for assignments.  
Knowledge of what you should do or what jobs are career



enhancing is available.

0546/LT/1110

<sup>1</sup>  
I had a "silver bullet" as a result of my present assignment  
and was able to pick any job I wanted when I left.

0548/LT/1100

<sup>1</sup>  
I feel as though my own efforts - at higher education and my  
detailers efforts in getting me what I wanted resulted in  
fulfilling not only my needs but in putting me in a position  
to use my education and talents for the Navy. I also feel  
<sup>2</sup>  
extremely lucky that it all came together.

0551/CDR/1110

<sup>1</sup>  
Enroute to my present billet, I spent a week at COMNAVMIL-  
PERSCOM getting acquainted with the inner workings of the  
"system". As an outsider looking in with no vested interest  
in the Status Quo, I was shocked at the "Byzantine" system  
we use to assign officers. The most urgent reform is needed  
is in order writing. Literally no one is in charge, the  
backlog routinely runs to 3,000 and worst of all, little  
effort is apparent to make things better. Many officers  
don't receive orders in timely fashion drastically influ-  
encing their lives (selling houses, moving, etc.). We must  
do better. The computerized system for officer detailing is  
2 years late getting on the line. There is some internal  
bureau resistance to this approach for fear that customers  
will feel that the personal touch is gone from the process.





The facts don't support this view. Computer assisted detailing, used properly, can only improve an antiquated process by:

1. Eliminating placement officer duplicity in double filling billets which detailers cannot keep track of now.

2. Producing on demand lists of available billets, who wants what, etc., in short, things that cannot be done now without manually screening hundreds of preference cards and manpower authorizations.

2

Finally, the "system" just doesn't have a chance to work because of internal practices in BUPERS. The LCDR shop stated that 40% of their assignments were flag directed. People are today's status chips and Flag officers subvert the normal processes frequently bypassing the system for personal desires. No doubt, many highly qualified officers with superb records are disappointed with their assignments along the wayside. They were part of the 60 percent that Flag officers didn't know about. There is another contributing tendency to take a "known quantity" rather than rely on normal detailing and assignment practices. This is at the root of directed detailing and is based on the illogical premise that a known performer is better than a new face. The fact, the unknown could be better. Today's climate in BUPERS prevents us from finding out if that is true.

3

I did pretty well this time but my confidence in the





fairness of the detailing process was shaken. It could have easily gone the other way.

0554/LT/1110

<sup>1</sup>  
I asked for and received assignment to my present tour.

0555/LT/1100

<sup>1</sup>  
My only complaint about the detailing process concerns the admin support; i.e. order writing and the mailing/transmission of same. I am planning on detaching in less than two weeks and have nothing in hand as yet. Daily calls to NPC have produced nothing but promises. I get the impression that the system is too unwieldy and things can easily fall through the crack as responsibility shifts. Unfortunately, my year group has been shuffled through several interim detailers and this may be part of the problem.

0556/CDR/1110

<sup>1</sup>  
Failure to screen for command forces me to retire at 20.

0557/LTJG/1110

<sup>1</sup>  
As I have marked in question 12, I was satisfied with the entire placement assignment process. You might say that  
<sup>2</sup>  
I was one of the fortunate ones. Often times, I have seen junior officers like myself uncertain of what their next duty station is, and at times get ged up and get out of the Navy. Luckily, like I have stated, I had LT ----- as my  
<sup>3</sup>  
detailer, and she did an outstanding job. She undoubtedly



went out of her way to make sure I was satisfied.

0560/LCDR/1110

1

Having failed selection to Commander three times, and nearly retirement eligibility, I feel I received second-class citizen consideration. Only through my own efforts and the efforts of my CO was I able to get the billet I requested. I have gotten strong feelings from the detailers that as a passed-over SWO LCDR, I am an "albatross" to SWO community.

0562/LT/1110

1

I could have been put in almost any general billet as I am a passed over LT and will have 18 years service before I can be forced out. The most northerly place I asked for was Florida. The choices I was given were in New Jersey and S. Carolina. I got the S.C. billet but not through my own choice. The New Jersey billet officer was withdrawn by the Bureau.

0563/LT/1110

1

Starting six months prior to my PRD, I began calling my detailer and told him what kind of billet I wanted. After four months, I threatened to resign unless I was assigned shore duty in the Pacific Northwest. My detailer's procrastination and failure to advise me of available billets coupled with an involuntary 3 month PRD extension left me feeling very dissatisfied even though I was eventually assigned to the billet I wanted.

2



0566/LT/1110

1

I am dissatisfied with the placement/assignment process because after 3 years of arduous sea duty, I was burned out. A regular diet of 12-16 hour days will do it. I was not selected to Dept. Head School so I was told I would be going back to sea. I received an excellent fitrep from a tender that was later decommissioned. I still wasn't selected for Dept. Head School. I feel that it would have been best for the Navy to allow me to go ashore and then go back to sea, motivated toward a career as a result of fulfilling shore tour.

See attached comment.

Attached comment:

2

I strongly feel the detailing process would be helpful if on the staff level there was an Officer Career Counselor to help Junior Officers make career choices. This function is normally assigned to the Executive Officer. The Executive Officer doesn't have time to keep current on the latest programs. He is also directly in the chain of command which does not foster open conversation.

0568/CDR/1110

1

I have no complaints about the assignment process. Question #11 is "The Key" question. If an officer takes the time and trouble to get "involved" in the detailing process, then he will not be dissappointed or dissastisfied. I personally





have contacted my detailer every one or two weeks for the  
past 4 months so my assignment came as no surprise to me.  
I have used this method successfully for over 20 years and  
have never had a "bad" detail.

0576/LCDR/1110

1

Did not receive first choice.

0578/LCDR/1110

1

I would like to answer Question 13 fully. However, my in-  
ability to obtain a billet on a combatant indicates that I  
am already in a relatively weak career position. Although  
a candid account of the detailer's dealings with me might  
be to make me feel better, I know who would have the last  
word.

0579/LTJG/1110

1

The entire process was a tooth and nail battle. The one  
thing I have found displeasing is that the Navy is so stuck  
on the rank deal and not the professional performance cri-  
teria.

My detailer had no idea on what to do with my request to  
Dept. Head CS Early. I continuously received, to Junior,  
"How about a tour ashore?" or "Maybe a split tour", I wanted  
neither especially the shore tour. But it all worked out  
for the best. I feel it a shame, detailing 1110's with no  
knowledge of the community.

0580/03/1100





1

The questions on this survey were extremely difficult to understand and follow especially for someone who is only a postgraduate student - and not a postgraduate! If a questionnaire is to be voluntary, it should be one that won't be discouraging/difficult to interpret, and that, therefore, does not require a great deal of time to fill out/understand. At least one other person I know who received the same survey, found it undesirable to try and complete and subsequently threw it away.

0584/CDR/1110

1

Difficult to understand how "qualified for command" is omitted from the questionnaire to 1110 officers.

0585/LCDR/1110

1

The entire XO detailing procedure advanced in a timely fashion that produced early notification of intended assignment to a specific unit, correlated well to preference card desires and issued orders well in advance of desired detachment from last assignment.

0586/CAPT/1110

1

Next assignment is sequential major command (at sea). Very satisfied.

0588/CDR (FROCKED)/1110

1

I was extended in my present billet 7-1/2 months. I personally communicated with my detailer over 8 months prior to PRD. I flew to Washington (from San Diego) at my own



expense to try to get my detailer moving in identifying a relief. The bottom line is "I was given the complete run-around for over a year".

0589/LCDR/1110

I have gotten exact billet that I asked for on each set of orders in the Navy except two. In both cases, assignments were equivalent and career enhancing.

2

Question 2-13 damn near impossible to figure out.

Question 6-13 limiting in its responses . Put on a blank or two for people to list their own goals.

0590/LCDR/1110

1

My first choice to a ship as XO had to be cancelled because an XO was relieved for cause. My second orders to a ship as XO were satisfactory from a billet standpoint, but not a ship's schedule standpoint. The ship will spend 2/3 of the time I am XO in the shipyard. My original orders would have been on a ship coming out of overhaul preparing for deployment. I obviously would have been much more satisfied with the first set of orders.

0591/CDR/1110

1

The secrecy/rigidity of the "nomination" process makes it difficult for the individual to participate very much. Additionally, it creates inordinate delays in the detailing process.

0592/LT/1320







the questions asked were superior to "simple" questions  
because they were not "leading". Questions #2,4,6 & 7 were  
either confusing or without value or both.

0599/LCDR/1110

1

The assignment process for failed-for-selection or passed  
over officers is to dead-end billets which are known to be  
"pass-over" billets. The Navy must change this procedure  
and give pass-overs a second chance. As the assignment  
process now works, I can easily predict who will, and who  
will not, be promoted by looking at his/her assignment. The  
last three billets to which I have been assigned have been  
pass-over billets. Consequently, I am viewed by my fellow  
officers as a loser.

0600/LT/1110

1

I had served 8 years at sea on three ships including 3 years  
2 months as a dept. head on an FF. I have attained all  
qualifications possible at sea including being designated  
qualified for a command at sea. It took my letter of resig-  
nation and the extensive assistance of my C.O. and Commodore  
to get me my first shore tour.

0601

1

As part of the CVIP, my thoughts to some degree depend on  
what billets are available after my tour on the JFK. I'm  
very pleased with the way things have worked out. Whether  
or not I'm selected for overseas Post-Graduate education or





assignment overseas will influence my career intentions.

2

Detailer's visit to individual ships was good.

0602

1

First time I've ever received that for which I had asked.

0603

1

I felt little pressure - both professional and personal  
when I was trying to make a choice for my next assignment.

I had been to sea over three years (over toured on 2nd  
half of split tour) and my detailer told me because there  
was a shortage of reliefs, it was possible that I be at my  
present duty station for up to an extra 6 months.

Based on that info, I looked for billets - that needed  
to be filled right away. As a result I got the job I wanted  
- but felt I compromised too much on the location.

2

Personally, this affected me in that it meant 3 consec-  
utive moves to a high cost area and away from my desired  
area (home area) parents were sick. Overall, I am pleased  
- but not overjoyed.

0604

1

My assignment is the result of direct Flag interest and in-  
tervention. The detailing process was incidental.

0605

1

I have no faith or trust in or of my detailers.

0607

1

Result was gratifying.



Process was an embarrassment and required Flag intervention.

0608

<sup>1</sup>  
Although very satisfied with the location of my new assignment,  
<sup>2</sup>achieving it required the combined efforts of my commodore, Group Commander and me. Overriding family consideration, forced my assignment to a certain geographic area.

<sup>3</sup>  
I am due to be relieved of command in October, 1980. To date (7/8/80), I have not received orders. I believe the  
<sup>4</sup>orderwriting section of NMPC needs to be streamlined. I  
<sup>5</sup>feel my detailer is doing an outstanding job.

0609

<sup>1</sup>  
(1) Accepted command of a Recruiting District (0-5 slot)  
(2) Turned down XO on a combatant in order to complete a personal goal of obtaining a Master's degree, currently being worked on. (3) Need to return to sea in order to qualify for "Command-at-Sea".

0610

<sup>1</sup>  
As too frequently occurs, I feel as though I have been 'had' by the system. "We can't find a qualified relief so you can't be transferred to the XO afloat billet you are (1) qualified for, (2) screen for, and (3) desire greatly.  
<sup>2</sup>  
Bottom line - you're extended in a job not requiring your subspecialty, not proving any 'career enhancement' and



3

unrewarding personally and professionally. And so it goes..  
.until the Navy learns how to manage people in a compet-  
itive market.

0612

I am very dissatisfied with the entire placement/assignment process. The following elaborates the reasons why:

1

Prior to receiving my most recent set of orders I sub-  
mitted my officer preference card. The head of the detail-  
ing branch came to the Naval War College to discuss future  
assignments with the students. I made an appointment with  
him. He confirmed that he did indeed have my most current  
preference card. We discussed choices, and he agreed that  
there would be "no problem" in getting me assigned to the  
East Coast on a small combatant. We discussed the fact  
that I did not desire a large combatant, assignment to  
Charlestown, S.C., or the West coast. He confirmed that  
there was "no problem".

2

I received a call from one of my classmates who was  
scheduled to depart the Naval War College in December. He  
informed me that attached to his "Letter of Intention"  
from the Bureau was a letter addressed to me. I obtained my  
"Letter of Intention" from my classmate and was surprised to  
find that the Bureau's intentions were to assign me as First  
Lt. aboard the Kitty Hawk, homeported in San Diego.

3

I called the Bureau and explained the situation to my





detailer. I was informed that the letter should not have been mailed because all of the assignments for the June graduates were being "sat" on until they could be delivered in mass. That statement is in direct conflict with the opening paragraph of the letter which states that the notification has been sent in order to give the officer the maximum amount of lead time for planning purposes. I explained at some length that I was not happy with the Bureau's "intentions" because they were in direct conflict with my preferences and with what I had been told when the head of the assignment branch was in Newport. I was told that they were a "good" set of orders and that I should be happy with them. When that did not assuage my ire, I was told that the needs of the service dictated the assignment. I was then forced

4

to explain that I failed to understand how the United States Navy's needs could possibly assign an officer with an M.S., Command experience, combat experience and the Naval War College to an aircraft carrier as First Lt., and further that if that was the only assignment for me in the USN perhaps I had better find another profession.

5

Numerous phone calls later, and after much delay I was finally given a set of orders as Operations Officer onboard the U.S.S. Coontz (DDG-40). Not the greatest or most career enhancing billet but a quantum leap from a First Lt. billet on a carrier on the wrong coast.





Had that been my only distasteful conflict with the Bureau I would have considered it to be out of the norm. It is the norm unfortunately. Further examples follow:

When assigned as Operations Officer aboard the U.S.S. R. B. Anderson (DD 786) which was forward deployed to Yokosuka, Japan I called my detailer about the status of my orders. I was told that I could not discuss orders until I had a relief assigned. I explained that I had a copy of my relief's orders and unless they had been cancelled I did have a relief assigned. Then I was advised that I would be assigned to COMNAVFORJAP staff for a three year tour. My preference card was up to date. On the preference card I explained that I was a widower due to the fact that my wife had passed away three years previously. I indicated the same on sequential preference cards. There was no question that the Bureau had the cards, because I had made a point to stop by during leave periods to confirm that everything was up to date. The detailer when asked why he intended to assign me to COMNAVFORJAP staff replied, "because your wife is there and we are tight on PCS funding this year". I asked the detailer if he had the correct preference card in front of him. We verified the SSN's and he did have the correct card. He just hadn't bothered to read it. I explained that as a widower/bachelor current Bureau instructions required that I be returned to CONUS after a 24 month



month overseas tour unless I specifically requested an extension. I was then advised that the best he could do would be to get me to Guam. I was not happy, and again referred him to the Bureau's instructions, this time providing the instruction number. He offered me assignment to Hawaii. I explained that Hawaii was not CONUS and that if he could not or did not wish to discuss my assignment with me we could discuss it with his supervisors. I took leave, visited the Bureau, and was ultimately assigned to the Naval Postgraduate School.

7

As Commanding Officer of an ATF nearing my normal rotation date I called my detailer. I was advised that I would be assigned to Washington, D. C. in order to fulfill the requirements of a pay-back tour in my P-code. That was just what I wanted, and had so requested on my officer preference card. I called back regularly in order to keep track of how the assignment was progressing. I was repeatedly told to call back in about three weeks. Roughly one month prior to detachment I called and explained that receipt of orders was necessary if I was to get my household goods shipped to the Washington area. I was advised to call back on the following Wednesday, the day of the call being Friday at 1700 hours. I called on Monday on the off chance that my orders had solidified. They had, orders to Naples, Italy. I tried to get the detailer to reconsider. He would not. I called



on my Commodore's good offices to intercede for me. He did  
and the detailer advised him that "I had volunteered for the  
assignment". I went to Naples, Italy, and served a two year  
tour there. <sup>8</sup> During the course of the tour and through con-  
versations with the officer I relieved and the Admiral that  
approved my nomination to the billet it was confirmed that  
the Bureau, more specifically the detailer, was aware of the  
nomination for a period of at least two weeks. During these  
two weeks I had contacted him no less than three times, and  
never once did he mention that he had nominated me for  
assignment to Naples. On the contrary, he repeatedly stated  
that I would be assigned to Washington, the only question  
was as to what shop.

<sup>9</sup>  
I hope the above information helps you with your survey.  
It is all true. It also is one of the primary reasons I  
believe detailers prostitute themselves to the placement  
officers at the expense of the officers they are supposed to  
represent.

0613  
<sup>1</sup>  
I strongly desired instructor duty at BSWOS. Instead I got  
OCS. I really can't complain.

0614  
<sup>1</sup>  
The nominative process for 06's makes Questions 5 and 11  
"most" for all intents and purposes. The value of the pro-  
cess is problematical, except for a few key billets. It





seems essentially to sooth ruffled feathers and provide balm  
for egos and creates excessive time to detail.

0615

<sup>1</sup>  
As always, I wanted a command assignment.

0616

<sup>1</sup>  
-Lack of status/info. -Failure of detailer to contact me  
<sup>2</sup>  
when something changed. -Failure of detailer to paint a  
clear, concise picture of his plans and ideas concerning my  
<sup>3</sup>  
future. -Failure of detailer to actively pursue my detail-  
ing in order to move me on time (I'm rolling 5 mo. late).  
<sup>4</sup>  
Sea Duty, and relief therefrom on time should take absolute  
priority.

0617

<sup>1</sup>  
I have never felt that my needs/desires were taken into  
account for reassignment. I am a once passed over LT and  
will have over 18 years service by 1 Jul 81. I could have  
been assigned to any technical or general duty billet. The  
<sup>2</sup>  
most northerly place I requested was in Northern Florida.  
I was originally offered New Jersey and finally given  
<sup>3</sup>  
Charleston, S.C. The Navy is not utilizing my technical  
background. The billet I was placed in was gapped for over  
a year so it can't be critical.

0618

<sup>1</sup>  
To be perfectly frank. I believe the billet is outstanding  
since I was forced to go to sea again, it was the best





billet offered. However, after eight years in the Navy, all  
at sea, I felt I was ready for shore duty. Unfortunately,  
the detailer did not see it that way. Despite all efforts  
by my C.O. I am still going to sea again. A machine would  
<sup>2</sup>  
have more empathy than a detailer.

0620

<sup>1</sup>  
After schooling and 3 years of Terrier missile experience,  
I consider my assignment as XO to a frigate to be wasteful  
of money and talent.

0621

<sup>1</sup>  
The fact of the questionnaire intimates there is a problem.

0622

<sup>1</sup>  
(1) Detailer was not very receptive to discussion on career  
needs. He was very curt and would not discuss any billet  
options other than the one being considered for me to fill.

<sup>2</sup>  
(2) Orders were mailed to the old address of a ship with a  
similiar name to ship in which I was serving but to a ship  
which had been decommissioned for over five years. This re-  
sulted in about a two month delay in receipt of orders. (3)

<sup>3</sup>  
My PRD was extended while ship deployed on RIMPAC 80 exer-  
cise by sending my relief an ORDMOD of two months TAD. I  
never received a call or message about the change. (4)

<sup>4</sup>  
While deployed to WestPac and with less than two months left  
before detachment, my CO received a personal message from my  
detailer stating that I was being considered for a different



job assignment. Again no call or message to me. (5) The  
personal touch seems to be missing in the CDR Detailer  
organization.

0623

Yes, I had to resign to make the detailer realize I did not  
want another engineering tour esp. on any carrier.

0624/

All personnel involved were most helpful - especially C.O.  
and Flag Lt. detailer. I felt that I was receiving personal  
high-level attention, which impacted greatly on my decision  
not to resign.

0626

Dissatisfied with command screening process. Rules seem to  
frequently change. Sometimes prior experience in type is  
required, and sometimes, everyone is eligible. Everyone  
seems to be eligible for the types of ships and shore  
commands that I have knowledge and experience. i.e.  
aviators and submarine officers selected for amphibious,  
etc. cmds; yet I am not eligible for 1310/1120 command.

0627

Both career and needs (Navy and personnel) were satisfied -  
a harmonic balance that is an exception to the rule.

0628

This form and its direction....suck! Confusing, contra-  
dictory, and poorly worded. If you get anything meaningful



from it you are using a crystal ball.

However, I am very pleased with the detailers, their<sup>2</sup>  
efforts, and my next assignment.<sup>3</sup>

Go Navy!

0629

I am glad of the billet I am being assigned. But the pro-<sup>1</sup>  
cess is not that flexible due to the qualifications sought<sup>2</sup>  
by BUPERS to fill billets. This leaves little negotiation  
by the individual when the detailer has him locked into a  
job.

0630

By the time I spoke to my detailer after returning from<sup>1</sup>  
Westpac, it was a 'Faite Accompli'.

I was transferred 6 months early without any prior con-  
tact or correspondence, to a billet which seems to be a joke.

0631

Women are severly limited in their billet availability. The<sup>1</sup>  
worst (careerwise) billet for a man is frequently a good  
billet for a woman. Women end up at CMDS with a lot of no  
load males. (i.e. training cmds.)

0633

Requested the billet for family convenience - am not in pro-<sup>1</sup>  
motion zone any longer.

0634

Satisfied with choice of billet but very dissatisfied with<sup>1</sup>





2  
wishy washy personal dealings with detailer. My C.O. had  
worked with placement for me but placement didn't talk with  
the detailer. A real experience I will not go through again.

0635

1  
I have been very satisfied with the placement/assignment  
process because I have been able to match the three legs of  
the triad very well. I have satisfied the system and it has  
satisfied me.

2  
The key to the process has been and will remain to be  
the detailer. If the officer feels the detailer is on his  
side and gave it his all on the officer's behalf, then the  
system will have done its job. Most officers can understand  
that the detailer has a tough job and must make unpleasant  
choices. As long as detailers retain "credibility" with  
their constituents, the system will achieve its objectives.

0636

1  
Because I have a letter of intent to resign submitted, I was  
given a nonflying billet. If not for that, I would have the  
billet I wanted. But the only reason I was able to come  
close to getting my desire was because of my letter and the  
Navy not wanting to move me for 11 months. Performance,  
desires, and skills had nothing to do with it. I found lit-  
tle cooperation or consideration from detailers on this  
occassion or when I submitted a request for an early roll  
six months prior.





0638

1

Date of xfer to present billet was February 79. Not sure why survey response was mailed to me, however, answers reflect my opinion.

0639

1

Prefer operational billets but was assigned admin.

0640

1

The system responded to my needs and desires with more flexibility than anticipated.

0641

1

My detailer knew my desires based upon preference cards, letters, and phone calls I provided. These were restricted to one type billet, only, based upon needs of the service/ career needs i.e. submarine command. Given that, my desires bear little resemblance to the command to which I am ordered.

0644

1

Because of career needs, it was impossible to make any other assignment. If career needs were not such an overriding factor I would have tried for a different assignment (i.e. shore duty at service school).

0645

1

Detailing is extremely difficult at best. Everyone gets a "good deal" somewhere along his career - if he is career motivated - and should not be complaining about "getting the fid". Detailers, generally, are honest and straight-forward.



Sometimes the "whole" story isn't told. Why "orders-in-hand" were changed for "Needs of the Navy". The detailer should personally tell the man the whole story.

0646

<sup>1</sup>  
Satisfied only after personal desires could not be met i. e. attending AFSC then split touring. My desires were considered greatly by detailer on determination of next billet assignment.

<sup>3</sup>  
Orders were received in June and not during March to May time frame.

0647

<sup>1</sup>  
The detailer was using two basic guidelines; 1. That which was good as required by the Navy, split tour to a different ship type and different billet. 2. What would be "good" for my career.

Unfortunately, I do not believe my ADBD was looked at.  
<sup>2</sup>  
I have nearly 17 years in the service and now will retire at 20 because of this split tour.

0648

<sup>1</sup>  
I am a top 1% 1110 and have been so since commissioning four years ago. I felt I deserved a very good, challenging, top-flight billet, instead I was initially given orders to an inspection team and then to an instructor billet. My gas turbine experience was a detriment to my desire for a top flight billet.  
<sup>2</sup>  
"The Needs of the Navy" include retaining



top flight people; something it has failed to do with me.

0649

Was originally told "no chance now" for present billet. 3  
weeks later, discovered I was being considered, and 5 days  
later confirmed for billet. Only problem then was receiving<sup>2</sup>  
"hard copy" orders in time to make move - orders quite late  
in actually arriving.

0651

I'm a fail for selection LCDR. My goal was to: 1. Stay  
ashore. 2. Stay in present location. 3. Be assigned to a  
command which would provide access to civilian employment  
upon automatic retirement on 20 years. Accordingly, I rec-  
commend this survey not be considered as valid as I am no<sup>2</sup>  
longer within a career pattern.

0655

1. Assigned to billet w/no previous background (after 15  
years in specialty and 6 yrs in proven sub-specialty).  
2. After numerous phonecalls to detailer (never being able<sup>2</sup>  
to speak to him directly), I found out about orders from a  
First Class Petty Officer. Received 1st copies of orders  
w/a handwritten note from detailer's secretary. 3. Despite  
#'s of phonecalls, was never called by detailer prior to<sup>3</sup>  
assignment. 4. Had requested early notification of orders<sup>4</sup>  
in order to help solve a serious personal problem. Orders  
received 3(+) weeks before detachment. 5. Detailing<sup>5</sup>





"service" doesn't appear to have improved in my 21 years of service. In fact, now that I'm "hooked", it appears to be worse. Talking with my classmates at Senior War College from other services, the Navy system appears to be the least personal and responsive of all services.

0657

1

Assignment of billets after Department Head School should be based on previous experience, time at sea, and fitness reports and not by fitness reports alone.

0659

1

For medical/family purposes this billet is well served.

2

However, one would be hard pressed to consider it career enhancing.

0660

1

I have seen improvement in my 10 years but the overriding problem is that detailers always leave me feeling that they did not tell me the whole story. Specifically, why my personal desires were not used. The result is mistrust.

Typical of BUPERS activity. The cover letter of this is dated 20 Mar 80. I received it in Annapolis, M.D. (40 miles away) on 14 July!

0662

1

Women URL's have restricted career paths. What appears good one year may not be good the next. Detailers have ambiguous guidelines to apply. There is an attitude that personnel





without warfare specialities are not as important as those  
who belong to a specific community.

0663

<sup>1</sup>  
I am currently serving a three year sea-tour on USS Fanning  
(FF-1076) with rotation ashore due in Mar-April '81. In  
early Mar '80, I received orders to USS KITTY HAWK (CV-63)  
via MPA School as part of the CRIP. These orders came as a  
complete surprise despite a detailer visit by my own detail-  
er in late Feb '80. They would have necessitated my report-  
ing for Newport 2 weeks after my return from a 7-month de-  
ployment and obviously did not take into account the fact  
that my wife and I own a home in San Diego and just had our  
first child in Nov '80 while I was on deployment. Most im-  
portant, they ignored the fact that I was the only remaining  
SWO qualified J.O. (Div. Officer) on the ship after the de-  
parture of eight (8) others within the last six months.  
Neither FANNING's nor my personal needs were considered.

0664

<sup>1</sup>  
Personnel turnover problems at present command dictated that  
the first officer to report on board would be given the pre-  
sent billet. Personal desires were to remain in the engi-  
neering community. These desires were acknowledged by the  
detailer; however, at the command I was assigned to a Supply  
Officer job. Review of orders at that time indicated better  
qualified officer would be assigned to this command, this



proved true, but reshuffling of billet assignment to take into account, personal desires, background and future career goals was not accomplished.

0665

My detailer was highly informative and realistic in providing my billet options. He spent that extra time to discuss what he believed to be my career strengths and weaknesses and was very encouraging.

0666

My preference was "any billet, and ship type, and port. Only no overhaul as all four previous ships for me have been in overhaul". My new orders are to a ship going to yards.

0667

After writing and calling the Bureau stressing the need to pull my jacket early for my new billet, I found that my jacket had not been pulled until I placed a call while on deployment. I was left with the impression that had I not called, I would not have been assigned to the new billet.

0668

The detailer was more than responsive to my personal needs and went out of his way to help, while at the same time, assigning me to an XO billet in the area of my choice.

Communication between all concerned was fantastic.

0669

I am serving in a billet for which I have no background



education. I am to the point where I am only "marking time"  
to retirement (fleet reserve).

Had my detailing process gone differently in my earlier  
career, I probably would remain on active duty beyond the 20  
year point.

0671

<sup>1</sup>  
Billet is career enhancing but places me at a distinct dis-  
advantage because of lack of background.

0673

<sup>1</sup>  
I have achieved everything on this list except attending  
Senior War College.

0674

<sup>1</sup>  
Billet (XO), Homeport and Shiptype and 1st choice. Only  
complaint is that (this is my fifth ship) I have had regular  
overhauls on my last three ships, and this one went into  
overhaul in Phila (H/P is Norfolk) for one year the month I  
reported aboard for an 18 month XO tour.

0675

<sup>1</sup>  
- A good portion of the assignments out of training command  
seems to be "Potluck" in nature. The variety of orders for  
first tour pilots is endless, and what's available at the  
time one's selected seems impossible to predict. A lot of  
guys who think there's an F-14 waiting for them are rudely  
awakened!  
<sup>2</sup>  
While my orders were about 180 degrees from what  
I requested, they're not so bad I can't live with them.





1

The progression towards my next assignment (Dept. Head School) was certainly no surprise, but the detailing process leaves a lot to be desired. My PRD is June 1980, but I have been quoted detachment dates ranging from June '80 to Dec '80---still have no date or orders, am left with impression from my detailer that I may be given a week or so to fold up my tent and move even though Dept. Head School has been a foregone conclusion for about 27 months.

This, combined with the text of NAVACCTGFINCEN WASH D.C. 162116Z APR 80, which states that those TAD to a ship enrt to Dept. Head School forfeit BAQ (if TAD for 90+ days) leaves me with the feeling that my detailer has lost the bubble on what should be simple set of orders with lots of lead time.

2

It is now the end of June 1980 and the following applies

1. My PRD has come and gone and I still have no orders, nor any committment from my detailer as to when I might expect them.

3

2. My detailer implies that I may start Dept. Hd. School in Sept or Dec 1980, that I may or may not be assigned TAD to a DD in Newport.

3. If assigned to a DD I may not be eligible for BAQ, and if I do receive BAQ and my class date is delayed, I may suddenly find that I owe the Navy in excess of \$750.00 for





the "honor" of being TAD to a ship.

0702

1

In December 1979, I submitted an updated preference card.

In early January 1980, I was advised by my detailer to  
"give me a call at the end of the month after I've had an  
opportunity to review your desires". During the next con-

2

versation with my detailer, at the end of January 1980, I was  
informed that I had been tentatively assigned to a billet.

While I didn't expect a "shopping list" to be made available

3

to me, I feel that at no time prior to this assignment did

my detailer make any attempt to discuss any alternative

billets with me. In fact, I was told that the only way I

could open the door to other possible billets was for me to

find another individual who wanted the billet to which I had

been "tentatively" assigned. I was also told that "we'll

keep looking for you, too". However, once the "tentative"

4

assignment was announced, the distinct impression I had was

that my detailer had done his job and further discussion was

useless. My detailer, in attempting to justify my assignment

advised me, "Well, at least we complied with your request to

stay in the Southeast". In reality, the ship to which I was

assigned will be in Philadelphia, PA for 2 1/2 years. I find

it nearly inexcusable for a detailer to be so poorly informed

concerning such a basic fact concerning an assignment.

5

The goal of getting orders to individuals six months



in advance is not working and continues to place a hardship  
6  
on service members and their families. In these times where

many large companies amply assist families in selling homes  
and other moving related expenses, we provide orders to trans-  
fer one month prior to detachment and DLA. In effect, we are  
encouraging our people to gamble unnecessarily with their  
homes below market value. The advice I keep hearing is  
"Leave your family until you've found them a place to stay".  
The response to that advice is all too frequently becoming,  
"I'll vote with my feet."

8

If we expect to compete with industry for the talented  
people we so desperately need to remain in the Armed Forces,  
we need to improve our responsiveness to the practical aspects  
of re-assignments and moving.

0723

1

I was strung along by the detailer for 3 months receiving  
verbal assurances and promises and then was ultimately given  
two choices of which neither was desirable from a career ob-  
jective standpoint nor from a personal desire standpoint.  
After proving, with documentation, that my record was improp-  
erly reviewed, it still made no difference in the detailing  
process.

0725

1

I am dissatisfied because my job will be dissolved two months  
after I get there, and I must again be detailed, uproot my



family and move.

0726

<sup>1</sup>  
I had asked for a billet - an MSO homeported in New England  
- that, I was told was not possible for me because I was too  
senior. I eventually got it - after I resigned.

0730

<sup>1</sup>  
Believe the degree of satisfaction is directly related to  
ability to communicate with detailers in Real Time.

0733

<sup>1</sup>  
I found the billet I notified the detailer I cleared with  
both CMD's I did BUPERS job

0735

<sup>1</sup>  
It should be noted that I was very satisfied with the final  
set of orders. The first set they offered me would have  
resulted in my resignation.

0736

<sup>1</sup>  
I have orders to the exact billet (DD-963 class command)  
in the port I desired. I won't throw any rocks at the de-  
tailing process that produced this enlightened detail.

0740

<sup>1</sup>  
I am currently serving on a very senior staff as the assis-  
tant to an O-5 in my warfare specialty. I think the choice  
to come here was a good one, but at times, it is difficult  
because I am the junior warfare designated officer here. So  
far, it has proven interesting. (I am LTJG with 3+ years





commissioned service.

0741

I<sup>1</sup> was torn between assignment overseas, that would cause family (personal consideration) havoc, and the knowledge<sup>2</sup> that the assignment was professionally a very good one.<sup>3</sup> Given my "druthers", I would not have accepted this assignment--yet it is a great job. That's why they are called "orders".

0743

Present billet was obtained by volunteering<sup>1</sup> for a job which became open when another officer could not fill it. I volunteered because this billet looked preferable to the one I had been assigned.

0744

My complete dissatisfaction stems entirely<sup>1</sup> from total inconsideration for my family and I. I had 5 days from receipt of orders to reporting to Monterey from San Diego. The move was<sup>2</sup> arranged and completed haphazardly. It was not an unexpected move. I had been available for transfer for 8 weeks. A small amount of planning and a bit of consideration could have precluded that. Additionally, I started language training 2 weeks behind; trying to play "catch up".

0745

YR GR 77 surface detailing shoddy<sup>1</sup> at best. Female detailer at one point with no experience inhibited several officer's





detailing! How does NMPC make it up??!!

0746

<sup>1</sup>  
Very satisfied with career and assignment process. Only  
<sup>2</sup>  
criticism is that detailers are not always candid with Jun-  
ior Officers. If they are poor performers, tell them so.  
Let Officers know where they stand in a year group. For  
example, top 10%, bottom 30%, etc. It would enhance detailer  
credibility.

<sup>3</sup>  
The most significant benefit of a Naval career is  
retirement. This benefit alone made all the separations,  
deployments, long hours, low pay, etc. worth it. For Con-  
gress and DOD to tamper with retirement is a gross violation  
of trust and loyalty.

0747

<sup>1</sup>  
Despite several face to face meetings with my detailer, I  
feel that if I had screamed louder, I would have done better  
- and that's not right.

0752

<sup>1</sup>  
It was too impersonal. I was on deployment when detailed  
and sent to a ship that deployed within 2 mos. of my arrival.  
Bull S... to that, nobody in his right mind wants a year or  
better straight at sea deployed in West Pac. I was very mad  
<sup>2</sup>  
about it but got orders on a Thursday, left on Monday. I  
<sup>3</sup>  
hated it, my wife hated it, but you gave me a good job...I'm  
<sup>4</sup>  
<sup>5</sup>  
still in the I.O and its unsat for my money.



0754

I was a CV RIP participant. <sup>1</sup> I was guaranteed my choice of  
duty. <sup>2</sup> This questionnaire is not a true representation of my  
feelings about the detailing system. Had I recieved this  
prior to my assignment to Eng on USS Independence, the  
answers would have completely opposite.

0756

It all depends on the "Detailer". <sup>1</sup> My detailer was super com-  
pared to previous ones I've had.

0758

This is the most innane questionnaire I have been asked to <sup>1</sup>  
fill out in 25 years. It is good that NPGS is sorting  
answers since it required at least an M.S. degree to figure  
out the questions - particularly #6.

0759

It should be clear by now that I am one of the victims of the <sup>1</sup>  
Nuclear Draft. I am very dissatisfied. Not only did it  
alter my career plans (notification that there would be a  
draft occurred only 4 months before the draft) but it changed  
my mind about the duration of my service. The only consid-  
eration made was "The needs of the Navy" or more realisti-  
cally, the needs of one Adm. Rickover. I plan trying to make  
the best of it but resentment lingers in the background.

0761

My orders were so late in coming after the placement had <sup>1</sup>  
My orders were so late in coming after the placement had



<sup>2</sup>  
been made that passports (no-fee) will be difficult to get  
by my departure date. <sup>3</sup>Order should not take over a month in  
the typing pool, especially, when overseas dependent travel  
is involved. <sup>4</sup>I'm very bitter about that because it has  
placed much more strain and worry on my dependents than is  
necessary.

0766

<sup>1</sup>  
Despite 9 months of warning that I was required to give (for  
resigning), my relief was not ordered in until the month  
before and did not arrive until more than one month after I  
was asked to leave. This resulted in my being separated  
after 3 weeks of a Westpac Deployment.

0769

<sup>1</sup>  
The detailer at 7 months prior to PRD had his decision made  
that the place for my next billet would be in Wash., D.C. I  
had no voice in the matter from my initial contact through  
the receipt of notification. <sup>2</sup>The myriad phone conversations  
netted little but flat statement of fact "you are going to  
Washington". <sup>3</sup>I left on cruise with little more than 3 months  
to PRD and no more contact with the detailer available other  
than letter which was never responded to. <sup>4</sup>If it weren't for  
some senior officers stationed ashore that shows some con-  
cern in my career, I would have felt alone in the process  
and forgotten in the shuffle.

0770





1

The detailer makes every attempt to help, but is loaded with many other "clients". He is responsive to being contacted, but one cannot wait too long expecting him to have time and knowledge of one's needs sufficient to satisfy needs without frequently contacted.

0771

1

"INDIVIDUAL CAREER NEEDS" remain unclear to me so it is somewhat difficult to assess how satisfied I will be in retrospect. Having had no previous shore duty, how much will it "hurt" me in the long run to be assigned a billet where no sub-specialty will be developed?

Deviations from once projected sea-shore rotation and career pattern (i.e. 48 mos. in dept head billets vice advertised 36 months - strong possibility of a third dept head tour as LCDR before XO tour due to lack of seniority, and 2- year shore tour after 8 yrs. continuous sea duty) make one place additional emphasis on satisfying personal desire and less concerned with "Needs of the Navy" and career needs.

0776

1

My detailer cooperated with me to the maximum extent possible to give me the billet I desired. I have no complaints about how I have been detailed over the years jobwise. However, I would like to see my new orders in a more timely fashion.





0778

<sup>1</sup>  
Took Flag officer to settle out my assignment. Section 2 of  
this Questionnaire is confusing.

0779

<sup>1</sup>  
I was assigned to a job that was my First choice and  
<sup>2</sup>  
necessary for my career yet my fear is that the job may be  
bigger than I can handle, even though a review of my Fitreps  
has be walking on water.

0781

<sup>1</sup>  
While I am very happy with my assignment, I am most unhappy  
<sup>2</sup>  
with what the detailer would not tell me i.e. All I could  
find out was that I was nominated for a job in Washington.  
I feel we are all "big boys" when we reach the 0-6 level and  
we should be told what job we are being considered for.  
Supposedly this is not done in case we get turned down for  
the job and also to "protect" the Flag officer who must turn  
you down from stating why he did not want you. Our detailers  
should look at the way the Army does business when they try  
to see both the individual and the Receiving Command the  
assignment. It works and makes for much better morale.

0782

<sup>1</sup>  
My detailer kept me very informed, even though I was on  
deployment in the IO when decisions were made.

0783

<sup>1</sup>  
Constant contact and attention were required on my part.



The job was available, but making sure I got it took a lot of pressure. The detailing process is often terribly slow,  
very often confusing,<sup>2</sup>and always frustrating. You can always read about the neat jobs in the newsletter but nobody else knows much about them, and they are most often outside the "pattern" and not career enhancing. Also, it generally  
true that for Junior Officers,<sup>3</sup>there is no place to go for 'career' counseling and info. The detailee visits are a step in the right direction, as is "Perspective", but they aren't enough. CO/Senior Officer counselling is nearly non-existent.

0786

I asked for and received what I wanted. I had to have  
several senior people "politic" for me which they willingly<sup>2</sup>did. But the major factor is I received the orders I worked for and desired.

0791/LCDR/1110

I am frustrated with the "system" concerning surface XO  
assignment. I have spent only 22 months on shore duty  
other than Destroyer School and PG School. I have qualified  
as EOOW (Diesel & Steam), as TAO screened for Lt Command,  
XO assignable and am Surface Command qualified. I am  
starting my third major Dept. Head tour and the only reason  
my detailee can give is that I am too junior. XO tours are  
being given to the year groups closet to the CDR zone.



That's some reward for ten years of "hard charging!"

0795

My orders from detaching COMPHIBRON 3 to TEMDU, then Dept  
Head School in the states have been bungled by my detailer -  
I was shuffled around SDiego 3 x in 10 days, very bad  
situation. I truly feel my detailer has no concern whatso-  
ever for my personal needs.

0797

Use a more above aboard approach, tell an officer what his  
record supports. If officer is not satisfied with orders,  
explain that this is the answer to a detailer's problem/  
Needs of the Navy.

0789

I have never had any complaints about my detailing - Have  
always been assigned to what I consider outstanding billets.

0801

My detailer told me that I had all the necessary tickets i.e.  
Fitreps and experience to be placed in the billet of my first  
choice. He also indicated that the billet was available.  
However, I could not be placed there, he said, because I  
didn't know anyone in the Squadron.

0802

I was not selected to Dept. Head School even though I was  
already filling a Junior Dept. Hd billet at my present  
command. No amount of persuasion i.e. CO ltr, etc. could





convince Bureau I was qualified to attend Dept Hd School. I  
am presently putting in time on an AMPHIB as Operations  
Officer until such time as I am selected for school - I feel  
the Navy is wasting my time and experience in this experiment  
of non Dept Hd grad filling Dept Hd billets. I am very dis-  
2  
pleased with my current assignment.

0803

1  
None of my last three tours appeared on my preference cards.

0809

1  
This survery has little effect in my case since I transferred  
FM USS LaSalle and demanded my choice of duty (as "promised"  
by detailer) to SWOS (Dept. Hd).

0811

1  
Due to detailing husband, I received no cost orders. My  
detailer was uncooperative and offered no alternatives to no  
cost orders - and no explanations of billet or ramifications  
of no cost orders.

0813

1  
I was up for orders. My detailer would not discuss my de-  
sires. He, said, "We're considering you for a billet but I  
can't talk about it yet". The very next day within 24 hrs,  
2  
he informed me of my next duty station as a "fait accompli".  
When I asked him if I could, at least talk it over, he said,  
it was "too late". Another billet was available in the same  
geographical area. He informed me that it was "too late" to





discuss that billet. In a nutshell, I was detailed in a 24-<sup>3</sup> hour period, without any telephone input at all on my part.

0817

I received exactly the set of orders that I wanted. The<sup>1</sup> coordination between the School (SWOS) and the detailers was<sup>2</sup> very helpful in my new assignment.

0818

I am basically pretty easy to please, but asking for Shore<sup>1</sup> Duty on U. S. West Coast and getting an unaccompanied tour to Seoul Korea aren't even close. I think that a joint tour is<sup>2</sup> needed by me and it will be worthwhile.

0819

1. Vietnam incountry tour not considered enhancing towards<sup>1</sup> LCDR XO selection. 2. Successive engineering tours bad for career. 3. Ordered to CV as DCA as CDR selectee.

0824

I have made it a habit of always planning my next assignment<sup>1</sup> two years in advance ending with "volunteering" to fill a need that finally becomes a contract among myself, the detailer, the placement officer and the billet owner. I have never been assigned a job I hadn't worked hard to get at least the feeling of controlling my own destiny.

0827

I was overtoured 6 mos in my last billet with only last min-<sup>1</sup> ute notification and very little info provided as to why. I



2

do not feel I received all the assistance possible from my  
detailer or chain of command (CO/XO) in obtaining action for  
my relief.

0828

1

I am very happy with my assignment. It would have been my  
first choice if anyone had asked, but no one did! I just  
got lucky, and that's not much to look forward to in the  
future if current methods continue. The only way to retain  
"the masses" is to retain lots of individuals and that means  
a little more consideration of individuals is in order.

3

4

(As it regards Triad of Detailing) a. Needs of the  
Navy: 30%. Too many times I've seen two guys, ea. sent  
where the other guy wanted to go (within a week of each  
other). "Needs of the Navy" was the reason???!! b. Indi-  
vidual career needs: 0% Let us decide whether or not we  
want to enhance our career. c. Personal desires: 70%.  
Face it. This is retention.

0829

1

Reply delayed because of PCS move from San Diego to Newport.

0830

1

My case may be unique. If my present orders had not been  
available, the choices of a shore-based flying billet for an  
E-2C pilot looked grim. Most "Hummer drivers" would jump at  
the chance to transition to tactical aircraft, but career  
patterns and "Needs of the Navy" lock us into what has to be



the worst community going for 1310's. However, I feel that  
despite the constraints of my community, Senior Officers  
were receptive and helpful - outside of my present command.

0832

I was offered no options and given no opportunity to discuss  
the matter. For the THIRD time in my career my Detailer con-  
sidered it convenient/necessary (?) to issue my orders while  
I was deployed. Result - I am in a one-year unaccompanied  
tour on overseas sea duty with no guarantees/Typical of Sur-  
face Line detailing.

0833

I am very dissatisfied with the results of the assignment  
process of my present orders. While the benefit this assign-  
ment will have on my Naval career is noted, the total disre-  
gard for my wishes has been very hard for my family life. I  
want a Naval career but not if it will destroy my family life.

0837

As a proven subspecialist in a subspecialty noted for its  
large number of billets but few qualified senior officers,  
detailing of those like myself is a process having few alter-  
natives. Sea duty (O-6 Command) is not normally one of  
alternatives, eliminating hope of for progression to O-7.  
In spite of the foregoing, I am extremely well satisfied with  
the process leading to my new billet from the professional  
point of view, but it requires such severe personal sacrifice





that Item 12 is marked "satisfied". Over the years, I have  
been extremely well pleased with the officer placement/assignment  
process.

0838/LT/1110

I am in the community (Surface Nuclear) that is strict in its  
career pattern. People that want out of the community into a  
different field have a difficult time, their personal desires  
are not considered. The detailer in this program is not into  
making the assignment so that you end up getting what you  
expect.

0841

This is the most confusing survey I have ever taken. Ques-  
tions 2-6 are very ambiguous with poorly worded directions.

0845

My personal desires as expressed on my duty preference card  
and in letters for over two years have been to be stationed  
on board a ship homeported on the East Coast and to make Med  
deployments. I have repeatedly stated that I do not desire  
to go to a ship in overhaul. Yet once again I am ordered to  
a San Diego ship in overhaul. Both of the only two items  
that I express particular desire for, not granted.

0850

Billet was not what I really desired; however, given second  
thoughts and all things completed, I'm excited and satisfied  
with the new job.





0855

1

When I contacted the detailer for reassignment (6 mos. prior to transfer), I was told to "call back next month". When I called again, I was told "call back in Jan." (1 month away). When I called in Jan. I was told that the detailer was looking at some jobs but wouldn't discuss them with me until I had been accepted for one. In Feb, I was contacted by a Senior Officer at a different command who told me I had been offered to his command. In talking with the detailer, I was again told that no decision had been made, but it was confirmed that the disclosures of the other officer were correct. Finally, I was detailed to a job at this command, against my wishes because "a black female" was needed for the job. I later discovered that the job had been and is still vacant. My current assignment was made because I was ordered into the command for the previous job (Women's Affirmative Action) but it was determined that this job (Admin Assistant) should not be gapped.

0856

1

Perceived lack of personal involvement precludes significant feelings of satisfaction/dissatisfaction. The placement/assignment process exists, and I simply accept its existence.

0857

1

After 27 years I consider the placement/assignment process to be fair and just.



0858

<sup>1</sup>  
Very satisfied because it was exactly what I wanted. If I had been required to take the alternatives the detailer was offering, my choice would have been #5, Very dissatisfied.

0861

<sup>1</sup>  
I had to struggle with the detailer in order to have my needs heard and while eventually we arrived at a point of 2 way communication I really was given consideration of my desires only after a lengthy interview and only very reluctantly. While I feel that the Navy's needs can be met through placing an individual in a billet/locale which is satisfying/ necessary to the individual. If personal desires are met I believe the Navy's needs will also be met.

0862

<sup>1</sup>  
As a woman officer, 1100 designator, the only XO tour my detailer desired to discuss was in recruiting. I feel that detailers need to look beyond this area for other shore XO equivalent tours for women. This is becoming another "woman's" job and institutional discrimination is beginning to set in.

0863

<sup>1</sup>  
Reassignment from one ship to another with notification by message with no prior notice (when phone call could have been made) was poor form.



0865

1

My assignment to this set of orders is apparently the end result of a number of order changes in less than one month. While the end result is close to what I desired and meets my personal primary concern (Homeport), the number of changes  
2  
have resulted in considerable turmoil. This is especially true as my present unit is deployed. Errors and problems with both my orders, i.e.; no acctng data, and my relief's orders have left me in a state of limbo for over a month. My exact date of detachment has just been decided in the last week. The net result is that while the orders are satisfactory, the process leading to them seems to have been less than satisfactory.

0867/LCDR/1310

1

As "disassociated" ships company officer and a 1310, was able to use preferential assignment program, and received both area of country (Jax, Fla.) and type of assignment (Operational A-7 Pilot). I also believe my performance for the past 5 years, coupled with a shortage of A-7 pilots made it easy for the detailers to comply with my request.

0872

1

Constant with detailer via phone when desisions were being made proved very beneficial.

0873

1

This set of orders may be the primary reason for resignation.





0874

1

I like the way Department Heads are currently detailed out of SWOS.

0875

1

Detailer lied on three occasions - all documented. After this detailing fiasco, this formerly career motivated USNA grad is close to chucking it all. Is this the treatment to expect every time? A definite "job dissatisfier".

2

0876

1

Under the circumstances, detailers do a good job. My only desire is for more "truth" --; if the news is bad, say so. Don't make excuses.

0878

COMMENTS ON QUESTION 12:

1

Last April I was told that I was going to a 13-week computer programmer course and a 7-week COBAL course, then to San Antonio to work for the Air Force at MPC. I wanted a billet at NARDAC San Diego which the placement officer told me about, and for which he said I was perfectly acceptable. The Shore Coordinator (LCDR W-----) and my detailer told me repeatedly that the job didn't exist, until the placement officer finally showed it to them on their lists; then the detailer conceded that it did exist, but that I couldn't have it. The detailer could not tell me why it was more important for the Navy to fill an Air Force billet than a





Navy billet.

2

My orders for school at Keesler AFB sent me to the wrong  
course (a Communication Electronics course) and the wrong  
UIC. The record-keeping at NMPC is dismal; this survey was  
sent to me at a command from which I was detached two years  
ago. The 7-week COBOL course I was supposed to attend  
doesn't exist, and never has. 3  
My orders for San Antonio were  
supposed to come last July. It is now the middle of  
September, and since they should have a detachment date of  
October/November I could detach in two weeks but I still  
don't have any orders. 4  
I have called my detailer repeatedly,  
and he never knows where they are. When I call, I am always  
put on hold for a total of one hour (in the space of one and  
a half hours), and never did talk to my detailer; he never  
picked up my call. I don't understand why orders that were  
known last April, and never changed, cannot be cut in plenty  
of time for my departure.

5

I have talked with many people about the detailing pro-  
cess during my 6-1/2 years in the Navy, and it has been  
proven time and again that detailers lie. This practice is  
disgraceful. They have complete control over us, so they  
might at least be honest while they are screwing us.

6

I appreciate the fact that detailers work under great  
pressure; NMPC is obviously understaffed in many critical  
areas. The detailers have been underfailing courteous to me



7

(with the exception of LCDR ----- when he was my detailer  
three years ago), and I'm reasonably sure they do what they  
can with a bad system. One big problem is constant re-organ-  
ization; I've had five detailers in the last ten months.

8

Thank you very much for this opportunity to air my com-  
plaints. I sincerely hope the system is improved soon.

0882

1

Although the detailer delivered exactly what I asked for,  
he indicated that there were also no other choices; there  
was only one ship available to which I could make a --- split  
tour. I feel like I was lucky in this assignment, but I won-  
der if my future assignments will also be based on "luck"  
- not a very good thought.

0883

1

If the XO assignment had been to a CRUDES type vice an AMPHIB  
type, I would be very satisfied.

0885

1

I am Surface Nuclear qualified and with such a small commun-  
ity the detailing/assignment process is very well handled to  
everyone's satisfaction.

0887

1

I wanted to remain for my 30th year in my last assignment.  
NMPC had no power to permit that. They should have override  
authority over the TYCOM when logic and wisdom dictates. In  
light of an unsat situation where logic, performance and good



of the Navy should have prevailed and did not because of  
personal prejudices, NMPC did as good a job as could have  
been done under the circumstances.

0888

I had both FACSPAC JAX and FACSFAC VACAPES<sup>1</sup> plus NTC DAMNECK  
requesting me. My Va. Beach home is 9 miles from D. Neck/  
Oceana and 27 miles from Norfolk. - Yes, I was ordered to  
NAS Norfolk. Needs of the Navy to fill the billet is why.  
Also my orders were modified<sup>2</sup> 3 wks prior to detachment.  
Totally unsat as I had already made plans<sup>3</sup> and had evicted my  
rentors in Va Beach.

0891

I think the detailer did his best<sup>1</sup> but I was not entirely<sup>2</sup>  
happy with the result.<sup>3</sup> P.S. This questionnaire was very  
difficult to understand. Your survey results should be  
very suspect since I'm sure I didn't fully understand some  
of the ?'s (eg. #6).

0893

I specifically asked for a "forward deployed" unit with ex-  
tensive at-sea time, and received the reverse. I'm to be the  
B-OVHL coordinator for my FF, not a ship driver. Detailers<sup>2</sup>  
info on ship operating schedules was erroneous. Lt. --  
----- doesn't know if the ships are "coming or going" - He  
had the Knox scheduled for B-OVHL Sept 79, a condition that  
never existed. An example of sloppy detailing: As a top 1%





LT, I am now considering alternative employment.

0894

Pertinent infor should be offered by the detailer, e.g.,<sup>1</sup>  
selection for service school; available billets (more than  
one) IAW desires and career, and selection to P.G. School.  
All my previous discussions with detailers necessitated for-  
cing info out as to what was available and why.

0897

No Thanks!<sup>1</sup>

0898

Had I not circumvented the normal detailing process by seek-<sup>1</sup>  
ing and receiving the personal intervention of flag rank  
officers, the answers to questions 0 - 13 would have been:

8 - 1

9 - 3

10 - 5

11 - 1

12 - 5

0899

I get the impression that the Bureau is reluctant to let an<sup>1</sup>  
individual know whether they have the "tickets" for a par-  
ticular choice of duty. Although I can understand this, I  
feel that the Bureau should provide this information to  
someone in order that he/she can realistically assess what  
choices they have (i. e. are they competitive) when planning





their future in the Navy.

0900

<sup>1</sup>  
I was not consulted prior to receiving my orders. The orders I received were not disagreeable but I feel that was because I wasn't consulted.

0901

<sup>1</sup>  
I feel that I have been used by the Bureau for 12 years to fill junk billets under the guise of "needs of the service" and now that I have a totally strange career "pattern" I have been dumped by the "flesh merchants" who created my career "pattern" and now disapprove of it.

0902

<sup>1</sup>  
As of 25 July do not have official notification of orders.  
<sup>2</sup>  
Detailers have worked closely with me to meet my career/personal needs and those of Navy.

0903

<sup>2</sup>  
Detailers were extremely cooperative, professional, and easy to deal with. It helped greatly that I was stationed in Washington, D.C., which leads us to a basic problem - the officers forward deployed to such inaccessible places as the IO are often short-changed in the placement process. Ask any officer who has tried staying up late at night trying to get through to a detailer from some overseas post.

0904

Due for re-assignment in Feb 80, the non-availability of a



1

relief was the principle cause that my higher priority selections were overlooked. Detailers were of absolutely no help in planning from July 1979 until March 1980. I was not scheduled for a PG school class or dept head class (although positively screened) because of this hold-up.

0906

I believe each individual must take an advanced effort. I have done this twice and it's worked out fine. Special consideration such as being married to another Naval Officer have been worked out as much as one year in advance.

0907

1

The detailers have an extremely difficult job trying to match the needs of the Navy with the desires of the individuals. I personally wanted afloat XO as my top choice. While my record supported it, if I was assigned a more senior person would have lost the opportunity. The detailer weighed the choices and made the hard but right decision to not grant my wish.

0911

1

Career needs and personal desires were overwhelmingly against this assignment as were the movement of 5 dependents overseas. The "Needs of the Navy" was a shallow excuse in my view for this assignment. Staff politics, bureau in-action and poor lines of communication all contributed.

0913



As a LT (YG - 74) I needed to be assigned to my present<sup>1</sup>  
billet of a student at SWO Dept. Head School. However,<sup>2</sup>  
my past association with the detailers, I have been total  
unsatisfied. As my first assignment ashore approached, I  
was unable to be informed of what was available to which I  
might be assigned. It seems incredible that a E-4, 5, or 6<sup>3</sup>  
can be given a list of assignments and the officer community  
cloaks available assignments in darkness and only for the  
detailer's eyes.

0914

I asked for a billet I knew was top on the list of the de-<sup>1</sup>  
tailer to fill, so I knew I could be more easily pleased.

0915

I was detailed to the best O6 billet, in OP-01 and the de-<sup>1</sup>  
tailer was great during the entire process. We talked on the  
telephone several times prior to the final decision. He was<sup>2</sup>  
up front with me at all times and detailed me exactly as I<sup>4</sup>  
requested. I think this is unusual for senior female line<sup>5</sup>  
officers, until very recently.

0917

A stupid waste of subspecialty.<sup>1</sup>

0918

There was no real choice if I wanted to continue my career  
ie. I will be up for LCDR in a year or two and must have dept  
head duty to be realistically considered.





0920

1

This assignment only put me back to where I should have been before I got my last assignment.

0921

1

The Triad was satisfied to a great extent. The only problem was orders date 6 Feb 80 arrived by mail on ship in Persian Gulf on 28 April 80 for May detachment from XO billet. Possible trauma if had to PCS while deployed w/no notice.

0927

1

Retention is based on family separation, money and job satisfaction. Detailing can very directly affect satisfaction. The officer needs to be assigned to a job he can perform well in and in a location as satisfactory as possible to his family.

The detailing process is primarily concerned with "Needs of the Navy" and career development, individual desires is a distant third. Obviously, the detailee must fill the jobs of the Navy, but at some point the career development agreement should diminish and the individual desires and family needs should increase in importance.

After a surface officer finished his department head tour he should be allowed to decide whether to continue on the track to Command and the grade of Captain, or to forego the command route, stop the development and retire at 25 yrs as a Commander.





0928

1

Originally, I requested overseas shore duty, but eventually  
was told that no billets existed overseas for me. After  
deciding to resign my detailer explained that he had to try  
to assign minority officers to recruiting jobs. That ex-  
plained to me why all his offers were to recruiting related  
billets. I understood his position, but still I was upset.  
Secondly, we talked about NROTC teaching assignments, but the  
only billets offered were located at predominantly black uni-  
versities. I wondered if it was thought that I'm not capable  
of instructing Naval Science at predominantly white universi-  
ties. I decided to remain in the Navy and accept orders to  
my present duty station because I like the area, the job  
assignment is worthwhile and rewarding, and I thought that I  
could attend graduate school. Now I find that the job con-  
flicts with graduate school night courses. So, I'm dissatis-  
fied.

0930

1

I am enroute to my UP Dept Head Tour as a LCDR. I am going  
to Hawaii to serve in that capacity. My immediate previous  
geographic location was Jacksonville, Florida and my choice  
of duty was UP Jacksonville.

2

Regardless of all the numerous reasons quoted me for  
the decision to send me to Hawaii, vs. Jacksonville, I still  
believe that such a transfer is ludicrous, inefficient, dis-



3

concerting to me and my family and a gross waste of taxpayer money!!

0931

1

I am very satisfied - only the detailer/placement officer had very little to do with my billet assignment. The head of my subspecialty community slates the subspecialists and it was through negotiation with him that I received orders to the CO tour. Had my assignment been left solely to the detailers/ placement folks, heaven only knows where I would have ended up! (Based on past experience). I have had very little to do with my detailer in the past 3 years and intend to continue in this mode of operation. If I remain on active duty past this CO tour (about 50/50) I'll go find my own subspecialty/billet and pursue being assigned to it. Unfortunately for women officers this is the best way.

0933

1

While deployed to WESTPAC I spoke to my detailer by phone (no easy task). We discussed many options and the detailer's priorities. I felt we had narrowed down my next assignment to a few options all of which were satisfactory to me. Then I went for a 100+ day line period in the I.O., 70 days into the line period, and right after my detailer was replaced, a BUPERS form letter arrived informing me of assignment to a billet not mentioned before. I tried to speak to my new detailer only to be told it was "too late" to change my



orders. Real nice.

0934

1

Notified of orders 60 days before being relieved as CO. Received absolutely no notification - while deployed. I did not know naval messages went out of style. The lack of

2

courtesy and timely, truthful information supplied in dealing with an 18 year employee would not be tolerated in the business world, yet it is common practice in the Navy. My

3

orders to CHENG CVA 62 results in a 2 wks leave after 5 mos deployed; 14 weeks "deployed" at SOSMRC: 2 wks leave then an 8 month deployment. That is more than any enlisted man is

subjected to! The impact on my family that had to sell,

move, buy and move literally by themselves under our abso-

lutely inadequate moving regulations (I'm out \$500 in travel-

4

ing, moving because I haven't reached my ultimate duty

station) is tremendous. A strong marriage was the only thing

keeping my wife from either walking out or having a nervous

6

breakdown. In summary, JO's/Em's get better detailing--they

are often given choices. I had one! I am ashamed of the

treatment this "people-oriented" organization practices

amongst its senior levels.

0935

1

I think the main reason I was satisfied in this case was because I happened to want to go to a type job (Dept Hd on an OFRP/YOKO ship) that not enough people volunteer for. I was





therefore almost guaranteed or getting close to what I wanted.

<sup>2</sup>

The only complaint I had was that there aren't enough detailers to handle the load. They're too busy and too hard to get a hold of, and are obviously in a great rush, after seeing the admin type errors in my original set of orders.

<sup>3</sup>

0937

<sup>1</sup>

I was very satisfied after a detailer change was made half way through my assignment process. My first detailer wasn't aware of a number of items relating to my transfer and did nothing to provide assistance until I went to D.C. and pushed her. However, my new detailer has been most cooperative, understands the needs of finding a billet as a follow-up to SWOS where I can get SWO qualified, and he has really gone to bat for me. Consequently my follow-up orders are as satisfactory as possible in light of current legal restrictions.

<sup>3</sup>

0940

<sup>1</sup>

The present system of LCDR XO assignment has greatly eased the burden on our detailers by allowing timing of transfer and availability of ships to be major determining factors in the assignment process. However, this does not promote the selection of, nor ensure assignment of, the most qualified LCDR's to XO billets. Additionally, this assignment has effectively reduced my chances of early selection to O-5 to nil by virtue of the fact that I will not have had an XO tour when I come into the zone.





0941/LT/1110

1

Although I like Hawaii, I was told by my detailer that funding a PCS move to CONUS (having been on sea duty in Pearl Harbor) was a big factor in my remaining in Hawaii. I was then sent to school in Norfolk, Centerville Beach, CA, home on leave and then back to Hawaii all at gov't expense and I'm single! I rec'd in excess of \$1000.00 in per diem also. How was money saved?



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